

Cheshire East Council

Corporate Plan 2021-2025



Open

Fair

Green

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Our Vision An open, fairer, greener Cheshire East

Open

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

Fair

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

Green

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

Our Priorities

An open and enabling organisation

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

A council which empowers and cares about people

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life
- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

A thriving and sustainable place

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

Our Values



Foreword

Welcome to our new Corporate Plan for 2021-2025

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

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

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

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

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

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

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



Sam Corcoran
Leader
Cheshire East Council

Craig Browne
Deputy Leader
Cheshire East Council



Lorraine O'Donnell
Chief Executive
Cheshire East Council



About the Plan

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

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

The Corporate Plan informs other key strategies and plans, whether council documents or those of our partners. These documents vary widely in purpose, scope, and lifespan.

The Corporate Plan does not replace these other documents, but it should shape them whenever they are being updated.

Good strategic planning also means aligning financial and service planning. **The council's day to day budget for services is £301m per year**, excluding schools funding. In addition, we are investing £500m in major projects such as roads, town centre regeneration, infrastructure and schools. This plan has been developed alongside the Medium Term Financial Strategy and will be agreed alongside the Budget by the full Council in February 2021. More detail can be found on page 10.



Consultation and engagement

Thanks to all those residents, partners, councilors and staff who responded to the consultation.

The vast majority of responses were very positive about the vision of this Council going forwards and included many detailed comments and suggestions.

These have been fully considered and changes have been incorporated to reflect these views.

Our Journey

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

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



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

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

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

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

Maximising our opportunities and overcoming our challenges will take time. Whilst it is right to be ambitious, we can't do everything at once, or without our partners and we know resources will remain constrained for the foreseeable future.

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



Opportunities and Challenges

Opportunities

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

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

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



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

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

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

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

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

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

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

Challenges

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

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

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

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

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

Covid-19 – Our response to and recovery from the impact of the coronavirus pandemic continues into 2021. We continue to do all we can to support residents and businesses in our Borough.

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

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



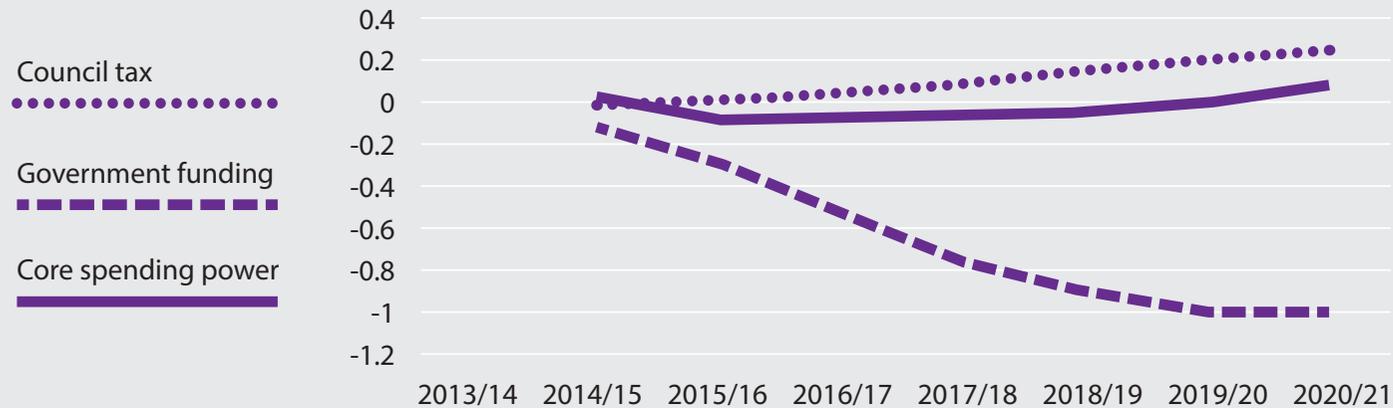
Patterns of inequality between areas have been persistent but are not inevitable. We want to tackle and reduce them.

Increased demand to services – locally and nationally over the past few years there has been a continual increase in demand to services that protect and support children and young people. Covid-19 has been an additional pressure for some families, so we can expect to see demand continue to rise. It is more important than ever to intervene early and effectively, providing the right support, by the right service at the right time, so we can help families be strong and resilient.

Government funding and local spending

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

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



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

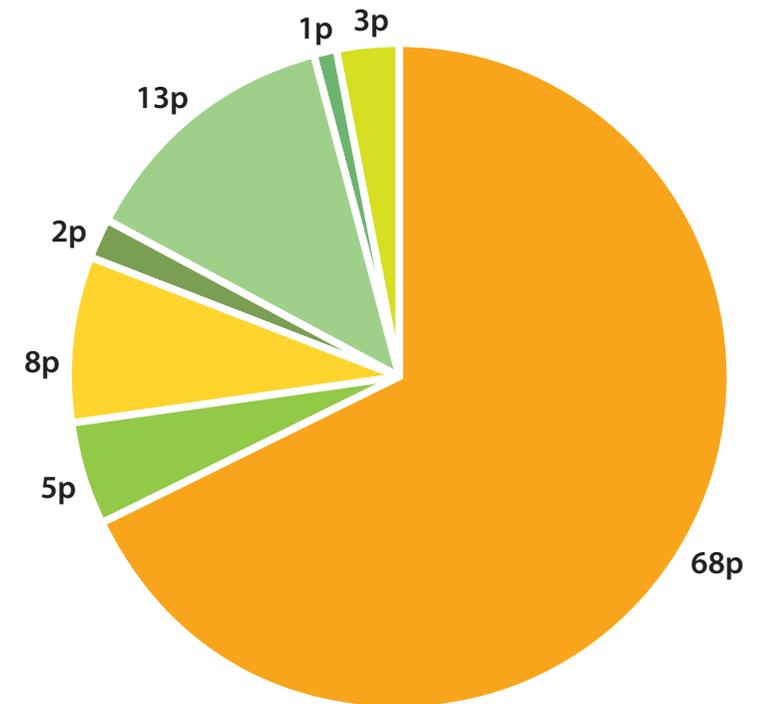
In order to meet this pressure, whilst meeting the needs of a growing population and unavoidable costs e.g. the national minimum wage, the council continues to drive savings and deliver efficiencies.

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

The government was expected to publish a four-year spending review in 2019, together with proposals for a new approach to funding social care. Instead, only a one-year spending settlement was announced. Whilst this provided some increases in funding for 2020/21, it relies on additional Council Tax being raised for Adults Social Care. That does not provide a sound basis for long term planning. More detail is in our MTFS document.

How is £1 of your council tax spent?

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



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

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

Open

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

Fair

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

Green

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

Aims and Priorities

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

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

Our aims are:

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

For each aim we have identified a set of actions and projects which we will strive to deliver by 2025. We have also identified a set of success measures to monitor our progress. These will be included in the council's Key Performance Indicators and built into the performance management and reporting system.



An open and enabling organisation

Priorities

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

Case Study

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

Facts and figures



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



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



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

By 2025 we want:	Actions and Projects	Measures of success
Priority: Ensure that there is transparency in all aspects of council decision making		
The council to be seen as being a fair open and transparent organisation and able to demonstrate it	<ul style="list-style-type: none"> • Implement a new committee system by May 2021, replacing the Cabinet system • Implementation of open data actions 	<ul style="list-style-type: none"> • Number of remote meetings held (whilst permitted by regulation) • Timely response to Freedom of Information requests performance indicators • Proactive press statements issued
To increase local democracy	<ul style="list-style-type: none"> • Working in a more collaborative way with Town and Parish councils • Developing ways for councilors to have more say in local decisions • A programme of virtual meetings as the accepted way of working 	<ul style="list-style-type: none"> • Increased attendance at formal meetings, especially by members of the public
Priority: Listen, learn and respond to our residents, promoting opportunities for a two-way conversation		
Our communities will be well informed about things they can do to prepare for emergencies	<ul style="list-style-type: none"> • Our Joint Emergencies Planning Service to enhance and expand emergency preparedness in communities 	<ul style="list-style-type: none"> • Increase the number of community emergency plans with Town and Parish Councils • Lessons learned from Covid-19
The council is seen by residents as responsive	<ul style="list-style-type: none"> • Consultation on key plans and strategies 	<ul style="list-style-type: none"> • Evidence of feedback from consultation is taken into consideration in key plans and strategies
Customer services to offer support and guidance and be accessible to people who need them	<ul style="list-style-type: none"> • Review where and how technology can be used to facilitate routine tasks so that staff can focus on meeting customer needs 	<ul style="list-style-type: none"> • Higher levels of online transactions. • Take-up of online services so that only complex issues need to be handled by officer interaction
Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award	<ul style="list-style-type: none"> • Proactively demonstrate that service personnel/armed forces community are not unfairly disadvantaged as part of our recruiting and selection processes. develop relevant HR Policies to comply with the awards requirement • To continue to work with the Armed Forces Covenant 	<ul style="list-style-type: none"> • Award of silver standard prior to award of gold standard

By 2025 we want:	Actions and Projects	Measures of success
Priority: Support a sustainable financial future for the council, through service development, improvement and transformation		
<p>A financially sustainable council which has increased levels of reserves</p>	<ul style="list-style-type: none"> • Work with officers to develop a 3-year plan • Lobby Government for a longer-term funding strategy • A realistic Medium Term Financial Strategy for 2021-25 • A sustainable reserves strategy • Successful delivery of the transformation programme which deliver savings, service improvement and supports our culture 	<ul style="list-style-type: none"> • Budget outturn revenue and capital • Underspending, however small, should be identified and added into general reserves • Demonstrate a level of reserves which reflects the ambition of the Authority • Increasing reserves to £15-£20m • External Audit opinion on annual statement of accounts • Rolling three-year plan detailing efficiencies and investment • 3-year forecast • Reduction in travel expenses of officers and members • Reduction in office space.
Priority: Look at opportunities to bring more income into the borough		
<p>Our Alternative Service Delivery Vehicles (ASDV) delivering for our residents and generating a profit (with shareholder dividend) from commercial activities, reducing financial pressures on the council</p>	<ul style="list-style-type: none"> • Comprehensive review of each existing ASDV including review of governance, management, business planning and performance management arrangements. 	<ul style="list-style-type: none"> • Every ASDV will have a robust business plan scrutinised and endorsed by the council with advice of the Shareholder Committee • Every ASDV will report an annual profit and deliver a potential shareholder dividend.
Priority: Support and develop our workforce to be confident, motivated, innovative, resilient and empowered		
<p>A committed and motivated workforce</p> <p>Cheshire East Council seen as an employer of choice</p>	<ul style="list-style-type: none"> • Review levels of authority and delegation • To remove and streamline outdated processes by reviewing levels of financial delegation and empowering staff • Implement Finance/HR/Payroll systems (Best4Business) 	<ul style="list-style-type: none"> • Empowered staff and streamlined robust processes • Staff Survey results • Employee Satisfaction rates

By 2025 we want:	Actions and Projects	Measures of success
A workforce that can work remotely and flexibly using the latest technology	<ul style="list-style-type: none"> • A workplace fit for post Covid with clear guidance and support for staff and managers • Continue with the accelerated roll out of mobile working and upgraded equipment to support and facilitate effective home working 	<ul style="list-style-type: none"> • Remote working is built into the ethos and ways of working within the organisation so that we release council office space • Percentage of staff who are enabled to work remotely
Priority: Promote and develop the services of the council through regular communication and engagement with all residents		
Residents and staff to be aware of the council and the services we provide	<ul style="list-style-type: none"> • A communications plan which is targeted at residents (especially those who are hard to reach) to include digital opportunities • Review the style of communications to give a contemporary and effective approach 	<ul style="list-style-type: none"> • Residents, wherever possible, will have 'My Account' which has communications tailored for them • Maintain a high rate of publication for media releases
Resident satisfaction with the council to be in line with similar councils	<ul style="list-style-type: none"> • Undertake consultation with residents • Regular, proactive communications through all channels • Deliver the benefits of the Brighter Futures Transformation Programme customer experience workstream • Develop a new Customer Strategy • Implement the Corporate Peer Challenge (CPC) action plans 	<ul style="list-style-type: none"> • Findings and performance indicators from the residents' survey • Customer satisfaction performance indicators • Customer response performance indicators • Response rates on consultations and surveys
The council to be regarded as a good partner	<ul style="list-style-type: none"> • Review of partnership activity, in line with the CPC report 	<ul style="list-style-type: none"> • Positive feedback from partners

A council which empowers and cares about people

Priorities

- Work together with our residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life
- Increase the opportunities for children, young adults and adults with additional needs
- Ensure all children to have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

Case Study

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

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

Facts and figures



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



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



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

By 2025 we want:	Actions and Projects	Measures of success
Priority: Work together with our residents and our partners to support people and communities to be strong and resilient.		
<p>All services to be developed together with our residents and communities, so they are based on what works for people in Cheshire East.</p>	<ul style="list-style-type: none"> • Embed our vision for children and young people, and working together, within all children's services and across the Council. • Work with residents to understand the continuing impact of Covid so we can continue to support them effectively. 	<ul style="list-style-type: none"> • Residents and communities are actively involved in shaping service design and delivery.
<p>Families and communities are strong and resilient.</p>	<ul style="list-style-type: none"> • Develop a strong local social impact structure through the Cheshire East Social Action Partnership, to underpin a thriving Voluntary Community Faith Social Enterprise (VCFSE) Sector • Develop a locality model of working to enhance relationships between services across the partnership so we provide effective early help and support for families and communities. 	<ul style="list-style-type: none"> • We enable and support all of our communities to be strong and resilient. People work together to help each other and take pride in where they live. • Increased volunteering opportunities for experienced parents to help children and parents to thrive. • Better connected organisations and sector • Increased capacity and sustainability for the VCFSE sector
<p>Cheshire East is a welcoming and supportive place, where equality, freedom, fairness and opportunities are available to all.</p>	<ul style="list-style-type: none"> • Identify a suitable location within the borough and develop a Traveller transit site • Increase collaboration with marginalised groups • Secure social value benefits through a revised social value policy, investments, commissioning and contracts approach 	<ul style="list-style-type: none"> • Delivery of a transit site • Manage the number of unauthorised encampments and their impacts on the settled community • Increased engagement events with marginalised groups • Reduced number of reported hate crime incidents • Jobs, apprenticeships and work experience opportunities delivered through social value arrangements

By 2025 we want:	Actions and Projects	Measures of success
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience</p>	<ul style="list-style-type: none"> • Deliver evidence based early intervention and prevention services through our 'Connected Communities' strategy • Develop a co-ordinated partnership strategy to address and reduce loneliness and isolation • Work alongside communities and Town & Parish Councils to identify local needs 	<ul style="list-style-type: none"> • Reduction in social isolation • Our communities are enabled to support people
<p>Priority: Reduce health inequalities across the borough</p>		
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas</p>	<ul style="list-style-type: none"> • To fully implement the Cheshire East Partnership Five Year Plan utilising the Joint Strategic Needs Assessment and Tartan Rug • The Connected Communities programme will help and encourage people to take responsibility for their own health and wellbeing through regular exercise and diet • Introduce policies to address the issues of loneliness and isolation • Promote regular screening and take up of preventative health opportunities supporting residents to make healthier choices • Work to improve the Mental Health of all people working and living in Cheshire East • To continue to support the zero-suicide approach • New commission on health inequalities 	<ul style="list-style-type: none"> • Longer life expectancy and reduced gap of health inequalities • Ensuring our actions are person centred • Our communities are enabled to support people • Goals of the five-year plan are implemented • Increased take up of activities to improve mental and physical health • People are supported by their communities to reduce loneliness • Smoking cessation programme reinstated • Medical conditions are identified early • Substance misuse is reduced (including alcohol misuse) • Diet and exercise programmes are increased • More people will make use of the communities service participation group • Increased level of social prescribing within communities • Increase awareness of Cheshire East Mental Health Partnership • Reduce stigma around mental health

By 2025 we want:	Actions and Projects	Measures of success
Priority: Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation		
<p>Children receive the right support, by the right people, at the right time, so they are effectively protected from harm, and are supported to stay within their families and communities.</p>	<ul style="list-style-type: none"> • Continued investment in Early Help and Prevention services • Continue to embed our Signs of Safety practice model • Continue to strive for excellence in social work practice, aligned with our vision for children and young people and our strategy to create a sustainable future for Children’s Social Care. • Continue to work with our partnerships to ensure there is a joined up effective approach to safeguarding children, including effective early identification and prevention, tackling neglect, domestic abuse, and contextual safeguarding. 	<ul style="list-style-type: none"> • Children, young people and families will tell us we have made a difference to their quality of life. • Appropriate increase in the number of children and young people receiving early help services to support the reduction of escalation of need, and an increase in the number of early help plans being led by a range of appropriate agencies. • Increase in the proportion of children’s case audits graded good or outstanding • Reduction in re-referrals to Children’s Social Care, and reduction in the number of children subject to repeat child protection plans • Social work practice will be consistently high quality, and this will be validated in Ofsted inspections.
<p>People and organisations to work together to prevent and stop the risk and experience of abuse and neglect, whilst promoting the well-being of Adults with Care and Support Needs.</p>	<ul style="list-style-type: none"> • An ongoing commitment to work together to raise awareness about Adult Abuse, Neglect and Exploitation. • To work together to prevent harm and reduce the risk of abuse and neglect to adults with care and support needs. • To safeguard Adults at Risk in a way that supports them to make choices and have control about how they want to live. • To address what has caused the abuse, neglect or exploitation. • To ensure that officers are adhering to legislation and promoting best practice. 	<ul style="list-style-type: none"> • The Liberty Protection Safeguards will be fully embedded. • Carers will recognise when they are experiencing unintentional harm or Domestic Abuse and seek timely support. • Adults at risk will report that their Making Safeguarding Personal outcomes have been achieved. • Officers and communities will feel confident to identify individuals at risk of Criminal or Sexual Exploitation, or those at risk of Radicalisation or Modern-Day Slavery. • Elected Members will have completed E-Learning and Face to Face Safeguarding Training. • Individuals from BAME communities will feel able to report Abuse, Neglect or Exploitation and be able to access support in an equitable way.

By 2025 we want:	Actions and Projects	Measures of success
Priority: Be the best corporate parents to the children in our care		
<p>Always deliver on our pledges to cared for children and young people, and those who are cared experienced, that we will:</p> <ul style="list-style-type: none"> - Be a good corporate parent - Improve education, training and employment outcomes - Work to achieve permanence and keep children safe - Improve health and wellbeing outcomes - Prepare young people for adulthood 	<ul style="list-style-type: none"> • Continue to work together with our cared for children and care leavers and truly embrace their views in how we deliver our services in the future. • Refresh our Corporate Parenting Strategy together with children, young people and our parents. • Work with our partners, local businesses, and stakeholders to negotiate opportunities such as apprenticeships, work experience, and voluntary work placements, and prioritise care experienced adults as part of our recovery work to improve employment and training opportunities. • Deliver our strategy to ensure only the right children come into care, and the right number and type of placements are available for our cared for children so they can remain within their communities and close to the people they care about. • Work with our foster carers to develop our services, support and recruitment campaigns so we attract more foster carers to work with us in Cheshire East. 	<ul style="list-style-type: none"> • Cared for children and young people and those who are care experienced will tell us we have made a difference. • Care experienced adults are supported to be confident and resilient, and to realise their talents and abilities. • Increase in care experienced young people who go on to further education, employment and training. • Increase in the number of cared for children living locally. • Decrease in the number of moves cared for children and young people experience. • Increase in Cheshire East foster carers.
Priority: Support all children to have the best start in life		
<p>All children enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play</p>	<ul style="list-style-type: none"> • Excellent Early Years services are targeted to maintain high quality support to children • Maintain the high numbers of children placed in high quality childcare settings • Promote and improve access to the parenting journey support with additional support offered to the most vulnerable families 	<ul style="list-style-type: none"> • Children will be school ready and have a firm foundation for education at the end of Early Years Foundation stage • We maintain a high take up of free childcare • Extend the reach of parenting support in early years, maximising contact through Child Health Hubs and refocused Children’s Centre offer

By 2025 we want:	Actions and Projects	Measures of success
Priority: Increase opportunities for children, young adults and adults with additional needs.		
<p>Great services and provision across the partnership for children and young people with special educational needs and/or disabilities (SEND) which means children’s needs are met effectively and efficiently.</p>	<ul style="list-style-type: none"> • As a SEND Partnership, ensure all recommendations from the last Ofsted inspection have been addressed and improvements are embedded in practice. • Embrace a learning culture which celebrates success and builds on strengths to further improve practice • Embed the quality assurance framework across the partnership. • Further embed the culture of working together and co-production with a focus on further improving communication across the SEND partnership. • Ensure annual reviews are timely and high quality, particularly to help children, young people and their families prepare for transition. • Review the pathways for transition to adulthood ensuring effective outcomes are achieved for young people through their preparing for adulthood plans. • Ensure we meet children’s needs effectively through early intervention and support wherever possible, and that the offer and expectations at SEND support are clear • Expand the local provision of SEND places to enable more children to attend a school within Cheshire East and their local community. 	<ul style="list-style-type: none"> • Children, young people and families will tell us we have made a difference. • Sustained improvement on the recommendations from the SEND Inspection in 2018. • Audits demonstrate Education, Care and Health plans are good quality and are created together with children, young people, parents and carers. • We have the right number of school places available for children and young people with SEND.
<p>Provision for young adults to live independently within in the community</p>	<ul style="list-style-type: none"> • Supported accommodation and education opportunities • Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults • Promote citizen engagement and participation 	<ul style="list-style-type: none"> • Young adults return to the borough from outside placements • Young adults with additional needs are supported to live independently • Reduced dependency on external market • Plans are driven by the service user • Families are supported

By 2025 we want:	Actions and Projects	Measures of success
Priority: Ensure all children have a high quality, enjoyable education that enables them to achieve to their full potential		
<p>All children enjoy the best education which prepares them to thrive in adulthood.</p>	<ul style="list-style-type: none"> • Ensure we have sufficient school places locally to meet the differing needs of children and respond to our growing population. • Support and challenge all education settings to deliver our key priorities with a focus on addressing inequalities. • Provide support and challenge where children are not attending school or receiving an appropriate education. • Support children to catch up on the learning they lost during Covid • Support children and young people’s mental health and wellbeing to resolve problems as early as possible. 	<ul style="list-style-type: none"> • Children and young people enjoy education and have high attendance • We have the right number of school places and all children have a good local school to attend • Improved outcomes for pupils at risk of poor educational outcomes. • All young people, including our most vulnerable, will have choices in their education, employment and training.
Priority: Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services		
<p>Vulnerable and older people live safely and maintain independence within community settings</p>	<ul style="list-style-type: none"> • Work with partners to develop appropriate accommodation and extra care housing models 	<ul style="list-style-type: none"> • Number of extra care housing places to meet the needs of residents
<p>People are cared for and valued by a professional and caring workforce</p> <p>Care4ce to become an exemplar high quality trading company</p>	<ul style="list-style-type: none"> • Develop a quality trading company • Recruit and train a skilled and motivated workforce. • Provide a professional pathway for progression 	<ul style="list-style-type: none"> • Key performance indicators for Care4ce • Opportunities are explored for new business

By 2025 we want:	Actions and Projects	Measures of success
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice</p>	<ul style="list-style-type: none"> • Expand and develop the Home First service to support people to stay at home longer • Work to develop integrated health and social care teams • Carers Strategy to be implemented • Provide short breaks for carers • Develop the Shared Lives service • Increased use of technology to digitally enable people 	<ul style="list-style-type: none"> • Hospital patients discharged home in a timely way • Health and social care integration is implemented • People stay in and cared for in their own home for longer • Reduction in A&E visits for falls in the over 70's • Carers feel valued and supported • To ensure value for money
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing</p>	<ul style="list-style-type: none"> • Continued development Cheshire Adult Safeguarding Board • Fully implement social work practice within adult social care • To ensure that physical and mental wellbeing of all vulnerable people is paramount • Remain committed to maintaining and improving the quality of care and support services, ensuring that more people experience high-quality, person-centred care, now and in the future 	<ul style="list-style-type: none"> • People are confident that they will be protected and free from exploitation • People are involved in all aspects of their assessment and care planning • Integrated assessment and care management teams based within care communities • People experience high standards of care

A thriving and sustainable place

Priorities

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

Case Study

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

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

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

Facts and figures



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



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



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

By 2025 we want:	Actions and Projects	Measures of success
Priority: A great place for people to live, work and visit		
Enable access to well designed, affordable and safe homes for all our residents	<ul style="list-style-type: none"> • Deliver housing to meet the needs of all residents including vulnerable and older people in the borough • Review and evaluate the need for a private rented sector licensing scheme • Ensure affordable homes are 'tenure blind' and focused on quality of place in accordance with Design Guide 	<ul style="list-style-type: none"> • Increased levels of affordable housing delivered • Number of affordable rented properties offered by registered providers to Cheshire Homechoice applicants • Increase in percentage of homes managed by accredited landlords
A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money	<ul style="list-style-type: none"> • Improve and adapt our libraries to meet any changing needs which offer value for money • Update and refresh the Library Strategy 	<ul style="list-style-type: none"> • Maintain high customer satisfaction levels • Maintain the high level of visitor numbers at our libraries
High quality leisure and sports provision across the borough that delivers good value for money	<ul style="list-style-type: none"> • Improve our leisure centres to encourage and support physical activity to help people live well and for longer • Provision of walking and cycling recreational routes and outdoor recreational space 	<ul style="list-style-type: none"> • Increased participation rates in sport, exercise and activity • Maintain high satisfaction in the borough's leisure centres • Improvements in public health of the borough's population
To reduce the number of long-term empty dwellings	<ul style="list-style-type: none"> • Establish baseline and review current strategy and policies • Agree action plans for longest vacant empty dwellings • Explore partnership approach with registered providers 	<ul style="list-style-type: none"> • Reduction in percentage of housing stock empty for more than one year • Improvement in Cheshire East position relative to other authorities

By 2025 we want:	Actions and Projects	Measures of success
New development to be appropriately controlled to protect and support our borough	<ul style="list-style-type: none"> • To keep the Local Plan Strategy under review to ensure that it is up to date, responds to changing local needs and meets the Government's requirements • Effective Planning Service with capacity to efficiently determine planning applications • Robust and effective planning enforcement • Implementation and maintenance of additional supplementary policy documents • Effective and competitive Building Control Service • Continued application of CEC Design Guide principles and focus on Place 	<ul style="list-style-type: none"> • Adopted and up to date Local Plan in place (including Site Allocation and Development Policies Document and Minerals & Waste DPD) • Robust planning application and appeal performance against national targets • Enforcement Policy in place • Effective monitoring of policies and supply of housing land • Improved customer satisfaction
To make best use of our surplus buildings and assets to support the borough and our partners	<ul style="list-style-type: none"> • Review the community asset transfer policy and provide a clear framework to support effective transfer and further explore 'shared' use with our partners of town centre assets 	<ul style="list-style-type: none"> • Numbers of successful community asset transfers • Reduction in total running cost of CEC estate
Continue to grow the Cheshire East visitor economy	<ul style="list-style-type: none"> • Deliver Cultural Strategy and Place Marketing Action Plan • Deliver Tatton Park business plan • Deliver capital projects that support cultural development including, for example, the History Centre and Lyceum Square 	<ul style="list-style-type: none"> • Value of the Cheshire East visitor economy to exceed £1bn • Improved visitor numbers • Better visitor information
Priority: Welcoming, safe and clean neighbourhoods		
Crime and anti-social activity and anti-social behaviour to be reduced	<ul style="list-style-type: none"> • Use our full range of education, engagement and enforcement tools to protect our communities. Take formal enforcement action as appropriate, to reduce offending and increase compliance with the law from individuals or businesses • Clear and integrated enforcement approach with relevant fit for purpose policies for each enforcement service • Investment in technology to enhance CCTV delivery 	<ul style="list-style-type: none"> • Reduced proportion of residents who feel anti-social behaviour is an issue in their area • Reduced crime and the fear of crime • Agreed enforcement plans with annual reporting on enforcement activities • Safe night-time economy

By 2025 we want:	Actions and Projects	Measures of success
<p>Victims of crime and exploitation to be supported effectively by the council and partners through collaboration</p>	<ul style="list-style-type: none"> • Work with the police and partners to share intelligence and problem solve local issues • Refresh the Safer Cheshire East Partnership Plan for 2020-23 • Raise awareness around safeguarding and community safety issues 	<ul style="list-style-type: none"> • Reduce the impact of 'County Lines' on young people • Effective reporting and recording of hate crime incidents by all partners • Raised awareness of and reduce incidents of scams and rogue trading • Residents know how to recognise and report abuse • Reduced incidence rates in crime and disorder
<p>To protect residents and improve our environment</p>	<ul style="list-style-type: none"> • Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality • All Air Quality Management Areas have an action plan outlining planned measures to improve air quality • Delivery of the Cleaner Crewe project with the successful results rolled out across the borough • A regulatory service that balances advice and education with the need to take decisive action in response to issues that impact upon the local community, business and the environment • A robust licensing regime for alcohol, gambling and hackney carriage private hire vehicles • Undertake a range of proactive inspection work to protect human health and the health of our farmed and companion animals • Proactive inspection and surveillance programmes for Environmental Health and Trading Standards that encompass both statutory requirements and local priorities and are responsive to emerging issues 	<ul style="list-style-type: none"> • Reduced littering and fly-tipping • Improvement in air quality levels

By 2025 we want:	Actions and Projects	Measures of success
Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces	<ul style="list-style-type: none"> • Review and improve our play areas and parks • Work with partners to provide a more welcoming environment • Secure funding for additional recreation provision along with improvements to the current provision • Increase the number of rewilded areas within our parks and open spaces 	<ul style="list-style-type: none"> • Improved customer satisfaction rates for parks and play areas • Improved play areas • Lower rates of littering or fly tipping in our public spaces • Improved biodiversity in our parks and open spaces • Expanded volunteer and communities involvement in Parks
Priority: To reduce our impact on our environment		
To have minimised overall waste generated in the borough and maximised our levels of recycling	<ul style="list-style-type: none"> • Introduction of the Municipal Waste Strategy • To Review and Consult on Household Waste Recycling Centre Provision 	<ul style="list-style-type: none"> • Improved recycling / reuse rates • Reduced excess waste per capita • Expanded volunteer and communities' involvement in Waste prevention
To improve biodiversity and natural habitats in the borough	<ul style="list-style-type: none"> • Increased rewilding – introduce a policy on Highways land and introduce a borough wide tree policy • Embed bio-diversity, including off-setting, across Cheshire East Council estate • Deliver the tree planting programme 	<ul style="list-style-type: none"> • Number of trees planted • More areas of the borough left to wild flowers / greenery rather than mown grass
Priority: A transport network that is safe and promotes active travel		
Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough	<ul style="list-style-type: none"> • Agree a funding and delivery programme with government for strategic rail including HS2, Crewe Hub Station and the Crewe North Connection • Delivery of the strategic infrastructure programme (A500 dualling, Poynton Relief Road, Middlewich Eastern Bypass) 	<ul style="list-style-type: none"> • Successful delivery of the major infrastructure programme (time and budget and required benefits)

By 2025 we want:	Actions and Projects	Measures of success
Safer and well-maintained roads	<ul style="list-style-type: none"> • Deliver planned investment to maintain the highway network • Review of appropriate strategies, such as speed management 	<ul style="list-style-type: none"> • Improved customer satisfaction with highways • Improved condition of the highway • Improved response times to customer enquiries • Reduced levels of those killed and seriously injured on our roads
Investment in electric vehicle infrastructure in our key service centres	<ul style="list-style-type: none"> • Secure supplier and install charging points in Cheshire East car parks 	<ul style="list-style-type: none"> • All CEC owned car parks in key service centres have a least one EV charging point
To increase parking provision close to local transport hubs	<ul style="list-style-type: none"> • Broadway Meadow multi-storey car park (MSCP) • Complete Local Transport Plan parking reviews 	<ul style="list-style-type: none"> • Town by town parking needs identified and plans progressed to match identified need
To promote uptake of cycling in our local service centres	<ul style="list-style-type: none"> • Installation of cycle storage facilities in Cheshire East car parks • Invest in new cycle routes and improve existing ones • Prohibit parking in existing cycle lanes 	<ul style="list-style-type: none"> • All 13 local service centres have at least one new cycle storage facility (cycle shelter) • Kilometres of new cycle routes created • Number of traffic reduction orders introduced specific to supporting cycling
To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys	<ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment site 	<ul style="list-style-type: none"> • Plans brought forward for rapid transit routes: <ul style="list-style-type: none"> - Macclesfield to Bollington - Handforth to Wilmslow - Wilmslow to Alderley Park
To reduce areas of the borough not served by public transport	<ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Quality bus partnerships with operators and town councils 	<ul style="list-style-type: none"> • At least one new public transport scheme introduced • At least eight new services introduced or extended

By 2025 we want:	Actions and Projects	Measures of success
To encourage an increase in the use of public transport (especially buses)	<ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed 	<ul style="list-style-type: none"> • Improved satisfaction rates with public transport • Number of routes connecting with rail or tram services
More residents to use walking routes	<ul style="list-style-type: none"> • Promote existing routes and nature trails • Create new walking routes between service centres 	<ul style="list-style-type: none"> • Information/promotion campaigns implemented • Kilometres of new walking routes created
Priority: Thriving urban and rural economies with opportunities for all		
Delivery of a strategic regeneration plan for Crewe	Successful delivery of the regeneration programme including: <ul style="list-style-type: none"> • Crewe Hub Station • Royal Arcade, Crewe Bus Station and Public Realm • Crewe Market Hall • Crewe Heat Network • Delivery of FHSF and Towns Fund • Town Centre Housing 	<ul style="list-style-type: none"> • Footfall • Vacancy rates • Inward investment rates • Improved rates against health and economic inequality gaps
Delivery of a strategic regeneration plan for Macclesfield	Successful delivery of the regeneration programme including: <ul style="list-style-type: none"> • Macclesfield Station Campus • Town Centre Housing • Public Realm 	<ul style="list-style-type: none"> • Footfall • Vacancy rates • Inward investment rates • Improved rates against health and economic inequality gaps
Successful town centres in our other key towns	<ul style="list-style-type: none"> • Work with our partners and key stakeholders to understand what is important to our towns • Town recovery plans produced 	<ul style="list-style-type: none"> • Footfall • Vacancy rates • Inward investment rates • Improved rates against health and economic inequality gaps

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

Glossary

Corporate parents (p.3, 17 and 21) – the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for the children who are looked after by us.

Carbon zero (p.8 and 32) – the elimination of carbon dioxide emissions

Third sector (p.8) – non-governmental and non-profit making organisations such as charities and voluntary groups

Key performance indicators (KPIs) (p.12 and 23) – a type of performance measurement, that evaluates the success of an activity

Enabling organisation (p.13) – An organisation that encourages change and challenge

Armed Forces Covenant (p.14) – this is a pledge that together we will acknowledge and understand that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives

Alternative Service Delivery Vehicles (ASDVs) (p.15) – ASDVs are companies that the council has set up to deliver certain services, including waste and recycling collection, cemeteries and crematoriums.

Best4Business (p.15) – This is the council’s programme to replace its HR and finance computer system

Corporate Peer Challenge (p.16) – This is a service, commissioned by the council and provided by the Local Government Association, where a small team of local government officers and councillors spend time at the council as peers to provide challenge and share learning.

Connected Communities (p.19) – this is the name given to the scheme demonstrating our commitment to supporting and engaging with communities including the voluntary, community and faith sector and the many active volunteer-based partnerships.

Tartan Rug (p.19) – this is a population health profiling tool that demonstrates how each ward in Cheshire East compares with all other wards in England across a range of health indicators and outcomes. It provides an overview of local health need and is a tool to aid discussions about local priorities. It takes its name from the colours of the sheet which indicate the varying nature of the ward profiles.

‘Signs of Safety’ model (p.20) – an internationally recognised model and the leading approach to child protection casework.

SEND (p.22) – special educational needs and disabilities

Care4CE (p.23) - Care4CE is a Cheshire East Council team, which in partnership with community-based organisations, directly provides social care services for adults including people with learning difficulties, physical disabilities, long term conditions, dementia and mental health needs. The core purpose of Care4CE is to support people to maximise or regain their independence.

Shared Lives service (p.24) – this is a scheme that provides intermediate, respite and session support to vulnerable adults who meet eligibility criteria.

Storengy (p.25) – Storengy UK is a company that the council is working with on various carbon reduction initiatives.

Tenure blind (p.26) No explicit external indicators of tenure type – e.g. whether for market or affordable – in the design and layout of a development.

Site Allocation and Development Policies Document (SADPD) (p.27) – this is the second part of the Local Plan, which sets out the overall vision and planning strategy for development in the borough.

‘County Lines’ (p.28) – the practice of trafficking drugs into rural areas and smaller towns away from major cities.

Air Quality Management Areas (p.28) – parts of the borough likely to breach the annual mean concentration of nitrogen dioxide, which is set as an Air Quality Standard of 40µg/m³

Crewe North Connection (p.29) – a term used to describe the connectivity of the network north of Crewe in relation to HS2

Multi modal connectivity (p.31) – providing many different ways of travelling from A to B

FHSF (p.31) – The Future High Street Fund (FHSF) is a government fund “to renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability”.

Next steps

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

Feedback

Be involved in decision making in Cheshire East...

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

Please visit www.cheshireeast.gov.uk/consultations
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