

Cheshire East Council

Budget Consultation

Summary of Results

Production date: 27/01/2017

Report produced by:

Research and Consultation
Business Intelligence
Cheshire East Council
Westfields
Middlewich Road
Sandbach
CW11 1HZ

Email: RandC@cheshireeast.gov.uk

OFFICIAL

**This page has
intentionally been left
blank**

Contents

Introduction	4
Background and methodology	4
Summary of Results	5
Postal/Online Questionnaire responses	5
Demographics	5
Question One:	6
Question Two:	28
Question Three:	33
Shaping Our Services E-mail responses	37
Member Workshop Feedback	45
Appendices	56
Appendix One – Social Media Statistics	56

Introduction

Background and methodology

Between November 2016 and January 2017 Cheshire East residents and other stakeholders were invited to provide their comments and views on the Councils pre-budget report. The following provides a summary of the responses received.

Respondents could submit their views via an online survey, postal survey or via a dedicated e-mail address. A workshop session was also held with members during the Town and Parish Conference on the 28th November 2016. Respondents were asked to read through the pre-budget report document before answering the survey questions/ submitting their views.

Efforts to engage with residents with regard to the Budget Consultation realised an increased level of engagement compared to previous years Budget Consultation activity. The engagement has been wide ranging and has resulted in responses which have allowed the Council to understand the opportunities and challenges associated with the budget setting process.

Details of engagement activity can be found at page 46 – efforts to understand opportunities for improved communication shall be analysed and introduced into subsequent budget setting activity.

The consultation activity has resulted in around 200 general or specific responses to proposals listed in the Budget Consultation being raised from a number of sources. A total of 47 valid responses were received for the online/postal survey, 14 further responses were received via the dedicated e-mail address and 32 participants took part in workshop during the Town & Parish Conference. Some of the responses were from elected representatives or from organised groups, although in all cases demographic information on the respondents was requested.

Summary of Results

Postal/Online Questionnaire responses

A total of 47 valid responses have been received for the online/postal survey.

Demographics

The majority of respondents to the online/postal survey (31 out of 47) were male and aged between 45-64 (26 out of 47). Figures 1 and 2 below show the breakdown by gender and age.

Figure 1: Gender Breakdown

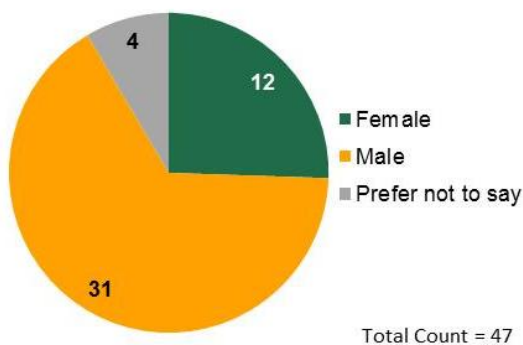
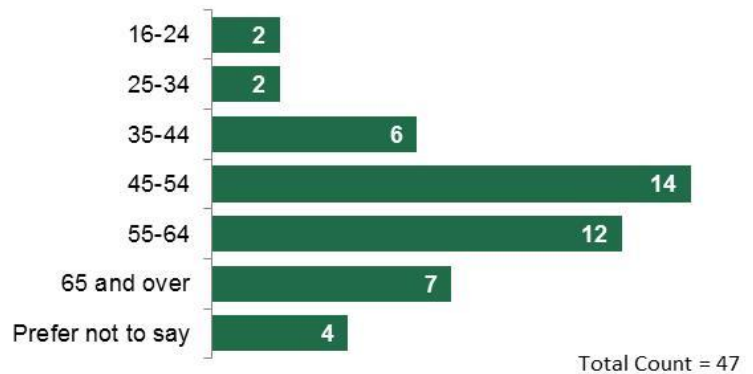


Figure 2: Age Breakdown



4 out of the 47 respondents had a limiting illness/ disability that affected their day to day activities in some way.

Question One:

The following tables summarise the comments received into each relatable outcome – please note that not all comments are written verbatim.

Table 1. Summarised comments in relation to Outcome 1. Our local communities are strong and supportive		
Responding as	Proposal 1. Review Environmental Enforcement Service Based on outcomes of Fly tipping pilot and procurement of patrol company pilot	
A local resident	In an ideal world I would agree but unfortunately this isn't the case - where I live a lot of the neighbours don't speak English so you get a breakdown in communication e.g. putting recycling into black bins and putting rubbish into the grey bins - plus we get the problem of mattresses etc. being dumped in the back entry.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 2. Cessation of Regulatory Services Out of Hours Service	
Town and Parish Council Conference	Do we need 24 hour out of hours service for regulatory services? Redirect calls if not completely ceasing.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	Page 15, point 2 – That the Cessation of the Regulatory Services Out of Hour Service could result in a lack of service and is not supported.	
Responding as	Proposal 3. Development Control funding for Environmental health	
Town and Parish Council Conference	Can environmental health generate a revenue from their services Accepted cost – but look at more revenue streams through local council provision and businesses	Response is noted and will be brought to the attention of the relevant Portfolio Holder – proposal not being taken forward as part of 17/18 budget
Responding as	Proposal 4. Transfer of Cheshire East Council managed Community Centres to local management arrangements (Revenue Savings)	
A local resident	The proposal about Handforth Community Centre should be subject to consultation. If implemented proper funding required to reflect the virtual doubling of the population once all developments take place i.e. new Garden Village, Meriton Road, Little	Local consultation regarding any changes will take place. We will work with a wide range of local stakeholders to explore options.

	Stanneylands, developments to the North but linked to Handforth. All of which will add to demand for services -any proposals & funding should reflect the need for additional capital and revenue support- not just a means of dumping a loss making asset / liability onto someone else to deal with.	
Town and Parish Council Conference	Review pilot but look to continue with an outside organisation to reduce liability to the Council and keep staffing costs Transfer more community buildings to give local control and increase revenue – offer interest free loan	
Responding as	Proposal 5. Increase Community Grants	
Town and Parish Council Conference	Essential to increase Community Grants pot and support local organisations	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager town Council	Page 16, point 5 – That the increased Community Grants being four times oversubscribed could result in well deserving schemes not receiving any grant and concern is expressed.	
Responding as	Proposal 7. CCTV Fibres (Revenues Investment)	
A town/Parish Councillor	The wording at the end of 1.7 re courts re CCTV is unclear	Last sentence regarding court costs applies to section 1.8
A local resident	Instead of renewing CCTV, get rid of except in car parks. Home Office studies show it is less effective than street lighting except in car parks for reducing crime. Good for conviction rates, but that's not a CEC issue (let the courts/police pay)	Our CCTV camera network is instrumental in dealing with on average 1,200 incidents a month, which has a significant impact in reducing crime and anti-social behaviour across Cheshire East.
Town and Parish Council Conference	Move more to digital	
Responding as	Proposal 10. Develop a Chargeable Pre-Application Checking Service	

Town and Parish Council Conference	Agree if business cannot, need to consider if they are viable (need clarification – is this a new service being charged for or taking away). Would need guidelines, who makes decisions to charge or not?	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Outcome 1. Specific proposal unknown	
A member of a voluntary or community organisation	Should have much lower priority in funding - other more pressing & essential priorities such as services to the vulnerable & elderly. Much of the work, time and money spent on Communities staff & activities would happen anyway - can be found through free services. Senior staff in communities are hugely overpaid & deliver little of real value to the residents. If want communities to be resilient stop interfering - let people get on with it & spend money on the services really needed. You do not empower communities by employing civil servants to Head them up - controlling & patronising -not empowering and respect. Better management and accountability of senior staff is required, especially by Cabinet Members who seem out of control.	Cabinet approved our Connected Communities Strategy in November 2016, which sets out our vision, to have confident and connected communities who know how to engage with us and each other; and where communities do their bit and believe in themselves and their communities. We are committed to investing in community work and believe that by developing a clear and practical approach to engaging with and supporting community development can ensure we maximise potential and generate wealth, to help all of our communities become more enterprising and to enable more deprived areas to lift themselves out of dependence.

Table 2: Summarised comments in relation to Outcome 2 – Cheshire East has a strong and resilient economy

Responding as	Proposal 15. Increased Parking Enforcement (Revenue Savings)	
A local resident	Needs to be a wider review of parking enforcement & options- e.g. implementation of disc system as used in Carlisle - greatly reduces cost of enforcement by making time of arrival displayed on every car with no printing costs and transparent time of parking at all times.	The implementation of any new parking system is costly. Some systems are not compliant with the disability discrimination act. The introduction of new pay and display machines will also ensure that service users input their registration number so that tickets can not be passed on to other motorists. Revenue from Cheshire East Council's Pay and Display car parks is only used to support appropriate services. The revenue also goes towards the repairing and maintenance of Cheshire East Council's car parks. Surplus income from the issuing of Penalty Charge Notices in particular must only be used in accordance with Section 55 of the Road Traffic Regulation Act 1984 (as amended).
Town and Parish Council Conference	Parking income – the use and benefits from greater civil enforcement was understood and accepted as a basis to manage the parking and highway network to operate in a safer and more effective way – it was understood that parking charges were a sensitive issue and there would be difficulties in arriving at Borough wide approach to parking as the towns in the Borough are so varied – equally they agreed that any significant increase in revenue from parking should be used to support the Councils highways and transport services as a way of demonstrating to residents that there was a clear related benefit from this revenue income.	
Responding as	Proposal 16. Increased Support for Bus Services	
Alsager Town Council	Page 26, point 16 – That the increased support for Bus Services is welcomed, however, is the increase enough to cover the increased tender costs as otherwise this could lead to a reduction in service.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 21. Create a new investment portfolio (Revenue Savings) & Proposal 24. Create a new investment portfolio (Capital Investment)	
A local resident	As a chartered surveyor I can assure you that commercial property investment isn't the easy option to wealth it appears- particularly to a bureaucratic organisation- it needs flair and imagination which by definition councils do not have - as demonstrated by the difference in returns achieved by energetic and dynamic companies who always outperform property funds- don't do it!	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

Town and Parish Council Conference	Create new investment portfolio – The table understood the purpose of the budget line. They felt that the Council should be very clear about its objectives for any scheme and the level of funding invested. If the funding was in the £10ms level as proposed it was not worth pursuing unless the policy would be support schemes and sites within Cheshire East – otherwise the fund should be significantly higher and invested in the best UK related investment opportunities to generate a sensible revenue income return – the table were sceptical of the returns being quoted.	
Responding as	Proposal 27. Changes to subsidised Bus Services	
A local resident	School bus services reduced on the basis that there were alternative bus routes available - consider any cuts with reference to this- son is dependent on the Arriva Bus service to get to school.	The focus on any changes to subsidised bus services will be subject to further consultation, particularly with service users of any potentially affected routes
A local resident	A good reliable & frequent bus service is necessary in towns & villages - service received is bare minimum possible to allow travel to work/ attend hospital appointments - any reduction will impact on rural & town (Knutsford) residents - service already stops early evening with no service at all on a Sunday – request that service is increased to include Sunday rather than decreasing the service.	
A local resident	No point having token 'one a week' bus services - set the criteria as regular hourly or nothing - focus on a very few well funded routes and let rural locations develop other transport policies.	
Town and Parish Council Conference	Bus Service reduction proposal – The table felt that a radical approach to secure the levels of savings proposed was required – that services on the main corridors of movement should be prioritised – and in areas where gaps in network coverage arise that provision is made to support parish councils and local CVS groups to investigate and establish alternative transport or local service based solutions – the concept of more community based local service provision was also considered to be a way reducing the need for bus service provision by ensuring people needs can be met locally. Overall agreed that the review should work to achieve this proposed budget saving.	

OFFICIAL

Alsager Town Council	Page 31, point 27 – That the changes to subsidised bus service results in a funding reduction which could impact on reduced services in and around Alsager and concern is expressed.	
Responding as	Proposal 34. Reduce highway tree maintenance (revenue savings)	
A local Cllr	Not in favour - The treescape is an important element of the county and the trees in the control of CE need to be maintained to a high standard. Short term measures may affect the long term lives of the trees. You have a duty to protect trees in your care even if they are not protected by TPOs.	Although consideration was given to this proposal, savings in this area are not being proposed in the 2017/18 Budget.
Alsager Town Council	Page 33, point 33 & 34 – That the potential reduction in level of winter services and highway tree maintenance may adversely impact on highway services within Alsager.	
Responding as	Proposal 39. Active Travel Investment (Capital Investment)	
A local resident	Never heard of this initiative to increase walkways and cycle ways in Wilmslow - where are they?	Routes will be developed if bidding to the Local Growth Fund is successful.
Alsager town Council	Page 35, point 39 – That Alsager should be included as a scheme to promote walking and cycling.	
Responding as	Outcome 2. Mixed proposal comment	
A local resident	Agree with cut to tourist information centres - surely most can get such information from the internet anyway. - Increase parking enforcement even further - currently little enforcement in Knutsford if it can raise revenue go for it! - Bring in parking charges at all CEC car parks – why do some towns have none or - lower rates or free times and others don't? - Agree with support for bus services. - Make developers pay for northwest Crewe improvements. - Cut 'Cheshire east reflects' - should be funded by communities themselves. - Disagree with Poynton relief	Parking enforcement - The Civil Enforcement Officers undertake patrols of Knutsford and other main towns on a daily basis - sometimes 2 Officers are present. The implementation of any new parking system is costly. Some systems are not compliant with the disability discrimination act. The introduction of new pay and display machines will also ensure that service users input their registration number so that tickets can not be passed on to other motorists.

OFFICIAL

	road - even more money being poured into an already wealthy village - make developers pay if it is to bring investment. - Agree with Crewe highways investment (an area that needs investment), not Poynton - Agree with investment in Congleton public realm, but what about 20 yr. promise to fix streets in Knutsford? CEC should fund such future public realm improvements from developers. - Agree with active travel - developers should be contributing.	Revenue from Cheshire East Council's Pay and Display car parks is ploughed back into the appropriate services. The revenue also goes towards the repairing and maintenance of Cheshire East Council's car parks. Surplus income from the issuing of Penalty Charge Notices in particular must only be used in accordance with Section 55 of the Road Traffic Regulation Act 1984 (as amended).
Responding as	Outcome 2. Specific proposal unknown	
A local resident	Haven't seen any sign of prosperity in Crewe	The recent investment in Crewe includes the Lifestyle Centre , Crewe UTC also opened in the Autumn of 2016. The ongoing success of the Retail Park has seen owners UBS attract new retailers to the retail park in recent years including TK Maxx, Boots, Costa, Frankie and Benny's, Nando's, Bella Italia and Chiquito. Bentley's £840m investment plan has continued in Crewe. Over £40m has recently been investment to improve the highway network in Crewe. Significant investment has also seen enhancements to Junctions 16 and 17 of the M6 and to the A500. Crewe Rail Station's new entrance project was completed in 2014 and in 2016 it was also confirmed that Crewe will have a Hub station which will open in 2027 on the new HS2 rail line.

Table 3: Summarised comments in relation to Outcome 3 – People have the life skills and education they need in order to thrive		
Responding as	General Comments	
Alsager Town Council	Page 42, point 40, 41, 42, 43, 44 & 45 – That concern is expressed at the reduction in children services with the money being withdrawn, this is totally unacceptable.	Response is noted and will be brought to the attention of the relevant Portfolio Holder. These proposals should be considered alongside Point 81 which provides an increase of £2.8m in services for Cared for Children and Care Leavers.

OFFICIAL

Town and Parish Council Conference	Welcomed the capital investment in schools and associated process. Acknowledgement that the national education funding changes will potentially have greater impact on schools that the proposed budget changes. Feeling that there should be a link to each saving on the impact it will have on children and young people.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	Page 45, point 50 & 51 – That the investment is acknowledged and the actions in this provision should be undertaken as soon as possible.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	Page 45, point 50 & 51 – That the investment is acknowledged and the actions in this provision should be undertaken as soon as possible.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

Table 4: Summarised comments in relation to Outcome 4- Cheshire East is a green and sustainable place		
Responding as	Proposal 57, 58 & 60 Changing the way we work / ANSA Environmental Services proposal	
A local Cllr	Not in favour of potential reduction in routine highways maintenance. These are the most visible parts of CEC work and poor maintenance - weeds, leaves edging of pavements all indicate poor service levels. We see it already and it gives a bad impression of how CEC serve the community. Will the reduction in the ANSA budget have similar implications - I fear so.	ANSA advise that the savings package is related to waste contractual changes and the reduction of waste to landfill so will not affect the quality of service.
A local resident	Proposal 57. Judging by the blocked gullies I see & pedestrians being soaked by passing cars I'd have been expecting an increase in expenditure please.	Although consideration was given to this proposal, savings in this area are not being proposed in the 2017/18 Budget.

OFFICIAL

A member of a voluntary or community organisation	Proposal 57. Quite unrealistic - current approach is clearly not working. Practice of not responding to notification of blocked gullies has already resulted in a bad experience this year - large lake in the road came within 3 feet of my property. The highway contractor need to be logging all notifications of blocked gullies for action when most appropriate & emptying all gullies not just doing a proportion as is the current practice meaning that some gullies are never emptied. The flooding this year was far worse than anything experienced in 30 years - abnormal weather patterns are only part of the explanation. At least one gully in Merriden Road has been blocked for well over a year indicating that routine maintenance is not being done.	The Council adopts an asset management approach to gully emptying. This ensures that gullies are emptied when they are close to being full rather than emptying regardless of the levels of debris in the pot. This also ensures an efficient use of the budget and resources. To empty all gullies at set frequencies regardless of debris levels would be wasteful.
Town and Parish Council Conference	Street Lighting improvements - Agreed by all Planning reserve for Spatial Planning (Revenue Investment) - Very costly, Errors made, Not an option but at what cost, Agree with investment – need to ensure VFM	
Alsager Town Council	Page 54, points 57 & 58 - That we object strongly to the reduction in routine maintenance of the Highway network, gully cleansing and the reduction in Highways front line staff and community teams. Alsager is low lying.	
Responding as	Proposal 59. Planning Reserve for Spatial Planning (Revenue Investment)	
A local resident	Implement CIL regime Asap- why not done already in parallel with the local plan - danger that it will not be in place when the planning decisions are made for all the new development and developers will escape the liability - expedite this as a matter of urgency	Community Infrastructure Levy (CIL) regulations set out a detailed process which Councils must follow to establish an adopted CIL charge and a work programme is in place to adopt CIL as soon as possible after the Local Plan is adopted. CIL cannot be implemented before the adoption of the Local Plan.

OFFICIAL

Responding as	Proposal 60. Ansa Environmental Services proposal	
Town and Parish Council Conference	Ansa Environmental Services proposal (Revenue Savings) - Agreed, if no worsening of service or increased cost	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 61. Review of Cheshire East Household Waste Recycling Centre Provision	
Town and Parish Council Conference	Review of Cheshire East Household Waste Recycling Centre Provision - Charging for rubble will result in fly tipping, Agree to accept trade waste Agree closure of Arclid and reduced hours, Other proposal – twice yearly garage clear out	HWRC Consultation will feed into the decision
Alsager Town Council	Page 56, points 61 – That concerns are expressed at the reduction in opening times.	
Responding as	Proposal 62. Dry Recycling Contract	
Town and Parish Council Conference	Dry Recycling Contract (Revenue Investment) - Silver bin scheme is great – keep it! Worth the investment	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 63. Environmental commissioning – S106 income not achievable	
Town and Parish Council Conference	Environment Commissioning – S106 income not achievable (Revenue Investment) - Why the need for more investment if there is no extra work – very dubious!	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

Responding as	Proposal 64. Environmental commissioning – small growth items (Revenue Investment)	
A local resident	More economic issues with council companies- close them and outsource to reputable dynamic private companies who know what they are	The Small Growth Items are related to Environmental Services expenditure rather than the companies' costs.
Town and Parish Council Conference	Environment Commissioning – small growth items (Revenue Investment) Yes, straightening the accounts	
Responding as	Proposal 65. Review of Cheshire East Household Waste Recycling Centre Provision	
Town and Parish Council Conference	Review of Cheshire East Household Waste Recycling Centre Provision (Capital Investment) - Allows the implementation of outcome 61	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 67. Managing and Maintaining the Highways	
Town and Parish Council Conference	Managing and Maintaining the Highways (Capital Investment) - Yes	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 68. Winter Service facility - Middlewich	
Town and Parish Council Conference	Winter Service Facility – Middlewich (Capital Investment) - We over-grit – is this needed? There must be other solutions that do not cost £3m	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 69. Alderley Road Wilmslow, A34 Junction & pedestrian access Improvements	
A local resident	Need to look at funding improvements to old A34 Junctions with Stanneylands Road Wilmslow and Station Road Handforth to rectify existing problems which will become worse with new proposed developments	There are already proposals to make improvements to Station Road, Handforth as part of the planned marriage mitigation measures for the A6 MARR. W have noted the request regarding Stanneylands Road junction and will take this into

Town and Parish Council Conference	Alderley Road, Wilmslow- A34 junction and pedestrian access improvements (Capital Investment) - Developer should pay	account n assessing any proposed new developments.
Responding as	Proposal 70. Household Bin Replacement	
Town and Parish Council Conference	Household Bin Replacement (Capital Investment) - Agreed	Household bins have a defined life and a percentage require replacing each year as they wear out. A charge for new bins has been looked at in the past and may be revisited but is not being proposed as part of the 2017/18 budget setting process
A local resident	Why replace household bins – my bins are fine & assume most others are too. If residents have wrecked their bins, make them pay for a replacement.	
Responding as	Proposal 71. Park Development Fund	
Alsager Town Council	Page 60, points 71 & 72 – That we welcome investment into parks development and playing field improvements and request Alsager Projects, Wood Park and Milton Park are included.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Town and Parish Council Conference	Park Development Fund (Capital Investment) - Not enough	
Responding as	Proposal 72. Playing Fields Improvement Fund	
Town and Parish Council Conference	Playing Fields Improvement Fund (Capital Investment) - Not enough	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	Page 60, points 71 & 72 – That we welcome investment into parks development and playing field improvements and request Alsager Projects, Wood Park and Milton Park are included.	

OFFICIAL

Responding as	Outcome 4. Mixed proposal comment	
A local resident	Agree with highway maintenance increases, but not capital spending on Poynton bypass. Spent this saving on improved play provision in parks which is currently dire.	Poynton Bypass is majority funded by Central Government and will improve strategic highway links to Macclesfield to/from Manchester and the Motorway network. There is a well established business case for the scheme; not least the economic benefits for Macclesfield arising from improved transport links.
Responding as	Outcome 4. Specific proposal unknown	
A local resident	I totally disagree we haven't got that many green areas left that haven't been earmarked for development and some of the developments look an eyesore.	The vast majority of the borough is open countryside and within our towns and villages the local plan identifies and protects key areas of open space and leisure land that is protected from development. The Local Plan contains policies to ensure the quality of new development and a Borough wide design guide will be adopted as supplementary planning guidance following the adoption of the Local Plan

Table 5: Summarised comments in relation to Outcome 5 – People live well and for longer

Responding as	Proposal 73. Commissioning all services currently provided by our in house provider, Care4CE	
Not specified	False economy -services provided in-house enable an independent view of individual ability to self-care, temptation for private agencies not to reduce the level of need. Private care agencies/ care homes request payment at higher level than council expects or aren't able to meet current demand. Existing service can be more efficient - reduce duplication & unnecessary visits, only offering the service to clients who are eligible for help.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	I'd be expecting increased expenditure here.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	Page 67, point 73 & 74 – That strong concern is expressed at the outcome being considered prior to any review.	

OFFICIAL

Responding as	Proposal 75. Strategic Commissioning	
Alsager Town Council	Page 69, point 75 – That strong concern is expressed at the outcome being considered prior to any review.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 81. Growth Bid cared for Children and Care Leavers	
Alsager Town Council	Page 71, point 81 – That the growth bid is welcomed and hoped this improvement brings us up to national and local comparators.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	Proposal 86. Investing in new ways of working (Revenue Investment)	
Not specified	Suggestion - divert some of the £3.5m to boost services that support disabled people into employment (especially transition ages). This will save on service input costs as it is not as expensive, the outcomes are usually long-standing, it creates independence, it harnesses an underused community asset (i.e. employers), each outcome increases Council tax and in many cases the Council generated outcome will attract external income in.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	Page 73, point 86 – That we welcome the investment.	
Responding as	Proposal 87. Care Act Phase 2 – Adults, Children's and Public Health information systems	
Alsager Town Council	Page 74, point 87 – That we welcome the investment.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

Responding as	Proposal 88 & 89. Alsager Leisure Centre – Gym and studio space conversions/ Sandbach Leisure Centre – Gym conversion	
A local resident	Conversion of the remaining court at Alsager reduces the options for players in the area. Conversion of squash courts into a gym at Sandbach deprives a growing area of a sports facility. Centre becomes a full community facility in April 2020 - opportunity to extend the building on the current flat roof creating a gym & women's dry change whilst retaining the squash courts - high school can build its own facilities or arrange paid access with the council. Known that there are relationship difficulties with the high school - unless conflict is resolved fear money is being spent in an inappropriate manner.	There will still remain two courts at Alsager Leisure Centre to support squash. Only one court is being use for the much needed gym extension and creation of new fitness studios, resulting from the recent planning approval on the former MMU site. The Centre at Sandbach is already a community asset managed by Everybody Sport & Recreation who are proposing the investment. A feasibility design study has identified the optimum use of the space to improve the offer to the current six hundred plus members with a financial business case to demonstrate the additional use that will be made by local residents. In addition the new gym, unlike the existing one on the first floor will be accessible for disabled users and also have supporting changing accommodation
A local resident	You cannot just convert the squash courts into gym spaces at both Alsager and Sandbach sites. I am a member of the Alsager squash team and internal leagues & train at Sandbach courts every week. If you want to remove the most inefficient use of space then maybe you should look at the swimming pool. Encourage more people to play rather than just converting the courts - once gone they won't be replaced. You are looking at converting squash courts to other uses when funding is available nationally to increase participation in the sport.	A feasibility study has identified the best use of the space to create the new gym. The leisure trust will be actively working with the users of the current squash courts in terms of an offer based on playing at courts in Alsager to ensure continued involvement in the sport. It is understood there are around thirty active squash users of the courts whilst the swimming pool attracts over 27,000 annual visits plus weekly swim club use and over 600 young people attending swimming lessons every week.
A local resident	Please don't close the squash courts - this is the only convenient courts with a great league and club - Alsager is too far.	A feasibility study has identified the best use of the space to create the new gym. The leisure trust will be actively working with the users of the current squash courts in terms of an offer based on playing at courts in Alsager to ensure continued involvement in the sport.

OFFICIAL

A local resident	Refurbishment of the squash courts at Sandbach leisure centre rather than getting rid of them. There are gyms already both in Sandbach and local surrounding areas. There are not however enough squash courts. My concern that a move like this is not motivated for "public health" reasons, but instead to increase the revenue for Cheshire East - not in the public's interest.	A modern leisure centre needs to maximise both the number of users benefitting from the facilities whilst also generating income. The income to pay for the development will go to the trust as the operator not the council. The courts remain unused for the majority of the time that the centre is open. There is currently no equivalent gym in Sandbach to provide the offer for residents that is being proposed. There will still remain squash courts at Alsager and Congleton. The reason for the investment is to generate more use of the leisure centre and contribute to the health and wellbeing of local residents in Sandbach,
A local resident	The New Capital Investment should be used to improve the Squash Court & Changing Room facilities at Sandbach which are quite poor. Make them more attractive to members of the Squash Club & casual squash players - many players have become frustrated with the poor quality of the Courts & have moved to other courts (Winsford and Alsager) over the years.	The courts remain unused for the majority of the time that the centre is open. The new development will increase use of the leisure centre and improve the changing rooms for all users.
A local resident	The squash courts at Sandbach Leisure Centre are the only ones in the town. To remove them will deny a lot of people the chance to play or start to play squash. After a period of decline squash is now on the up again and will be in the Olympics in the near future, should be encouraging this activity and not removing it.	Through consultation it is understood that the trust will be meet with regular squash players in supporting their use at Alsager leisure Centre and therefore retain access to allow squash to still be played. There remains a good supply of squash courts around Cheshire East that can be accessed.
Alsager Town Council	Page 75, point 88 – That we welcome the investment but consider that the investment should be +0.495 £m in 2017-18.	
Responding as	Proposal 90. Increase Income (Revenue Savings)	
Not specified	Rather than simply seeing income generation as purely one of income from customers, develop a strategic approach to external income development (SFA, DWP, DoH etc)	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

Responding as	Outcome 5. Mixed proposal comment	
A local resident	Suggest cutting out jargon & number of programmes for a start – pathway redesign? liberty safeguards? Transitional funding? Huh?! Get developers to pay for improvements to local leisure centres. Both towns mentioned have many new houses being built in them. Why isn't CEC making developers contribute?	The Council continues to use national planning policy to achieve contributions from developers mostly recently in Alsager as part of the planning approval for the former MMU site. It is also developing both a Playing Pitch Strategy and Indoor Built Facility Strategy to support this further.
Responding as	Outcome 5. Specific proposal unknown	
A local resident	Since Cheshire East resident's life expectancy is higher than the North West and national average more money needs to be invested in Dementia services. Both information & advice care & support for those diagnosed but also Carers. Money needs to be invested in organisations that have the proven expertise to provide these services such as the Alzheimer's Society.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	There is not much sign of healthy lifestyles in Crewe and they've closed the baths in flag lane which in my opinion was a bad decision.	The Council has recently invested £15m in Crewe Lifestyle centre which has provided modern facilities including a replacement of the former Crewe baths built in the 1930's . The leisure trust through the "One You" project are focussing in the building on addressing a wide range of health issues in support of local residents.
Town and Parish Council Conference	How do we capture what is happening locally to address adult social care – need full mapping Need to clarify what adult social care means – local authority interpretation different to local interpretation Need to be innovative in how we start conversations with local councils and community groups so as not to scare people away – consider language used including acronyms. ICE very good way to feed in Services need to be offered in different ways: traditional, council-led →innovation → community based, customer/carer involvement	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

Table 6: Summarised Comments in relation to Outcome 6 – A responsible effective and efficient organisation		
Responding as	Proposal 104. Reduced library provision to principal towns and key service areas	
A local resident	If this plan is implemented, Cheshire East will be directly contradicting many of its own aims and outcomes.	Although consideration was given to this proposal, savings in this area are not being proposed in the 2017/18 Budget.
Responding as	Proposal 130. Budget reductions resulting from productivity/ staffing efficiencies	
A local resident	Offer all staff voluntary redundancy as a starting point saving time & money when planning for future service offerings.	The Council offers voluntary redundancy to staff, in line with it's policy and during change programmes, based on specific restructure requirements and affordability.
Responding as	Proposal 133. Pay and pensions allocation	
A local resident	Review the pensions of senior staff, pension pots of millions are not acceptable - should be an additional review with a view to capping payments.	Pension contributions rates are split between employees and employers and are subject to frequent review. In response to past reviews. 'Employer' contributions have risen consistently but 'employee' contributions have diversified and are now much higher for senior staff at up to 12.5% deductions from their salary compared to 5.5% for 'employees' on lower annual salaries.
Responding as	Outcome 6. Specific proposal unknown	
A local resident	The proposed increases to Councillor and senior offices pay/allowances should be curbed to zero increase.	Senior pay scales are fixed, without annual pay wards being applied consistently. Member allowances were independently reviewed in 2016/17 and future uplifts being fixed to the results of national pay negotiations.
A local resident	Freeze all Councillors pay increases un-till they are affordable.	
A local resident	Review wages of councillors -significantly reducing these will have huge benefit to the budget.	
A local resident	Rather than these options save money by cutting management and their often 6 figure salaries.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Spend less on yourselves and more on "Putting Residents First" as you pledge. See this: http://www.thisismoney.co.uk/money/news/article-3005730/Third-council-tax-spent-staff-pensions-warns-leading-council-finance-chief.html	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

A local resident	I don't agree as when the council tax was increased 2016 the first thing councillors did was to give themselves a rise which I don't think they deserved as there's not much evidence of anything being improved in Crewe visually it looks down and depressing.	The pay review for Councillors was independently assessed and recommendations were adopted where affordable. Investment in Crewe is ongoing.
Town and Parish Council Conference	ICT: Better broadband to help transport issues , Sharing costs with others, Necessary, Expensive, Better planning (don't replace all at once) Staff: Cost of redundancies, Using technology, Less travel, Mobile working Development: Invest in roads and town centres, More houses/more businesses, But need more services, Contradictions – more car parking costs?, Less town centre footfall Priorities: Statutory vs non-statutory, Regional devolution (Mayors powers/costs) Finance: Manage expectation of Council Tax increase, Taxation collection challenge if Council Tax goes up, Reduce borrowing costs Invest in poor roads, Sell waste	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

Table 7: Summarised comments – Miscellaneous - relation to specific Outcome/ proposals unknown		
Responding as	Comment in relation to planning	
A local business	Much more money needed to fund planning - hugely inadequate quantity & quality of resources both for development control & spatial planning holding back economic growth & council revenue – a huge return on investment.	The planning service is one of the busiest in the country dealing with over 6,000 applications this year and producing one of the most complex local plans that the inspector has dealt with. The Council has put additional resources in place to address both Development Management and Spatial Planning issues and continues to provide additional resources to provide a good service. An additional £315k is proposed to be included in the base budget for the service and additional £1,775k is proposed for the next 2 years to support the delivery of CIL, the Allocations DPD and the Minerals & Waste Plan.

OFFICIAL

Responding as	Comment in relation to highways	
A local resident	Need to add further funding to highways.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	The roads are in poor condition due to previous budget savings & with the increase in the number of cars on the roads it would be a false economy to reduce the budget and front line transport staff.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Responding as	General comment in relation to budgeting	
A local Cllr	The budget is Crewe centric with substantial spends over many years in multiple places. If these were spread over e.g. four years instead of three it would greatly improve the spending pattern, council tax levels and the need for savings elsewhere many of which are potentially service impactful but individually financially minute in comparison.	The capital programme has been re-profiled to reflect revised estimates of medium term funding levels. Business Cases will be further developed to maximise the return on investment.
Responding as	Comment in relation to Council Tax	
A local resident	Imperative that whatever decisions are made the primary target is a freeze/ reduction of Council Tax. Current rate of tax is extremely high - main problem, for residents in Congleton, is the huge rate of tax levied by the Town Council. Should Cheshire East further reduce what they give the Town Council - must be assured that this will not result in an increase in charges from the Town Council.	The Council Tax Band D charge for Cheshire East Council is below the national average following 5 consecutive Council Tax freezes. Town & Parish Council's set their own budget requirements and may request devolution of services where they estimate a more local service is preferable and can offer similar of better value for money.

OFFICIAL

A local resident	Object to increase - have seen increases already as Sandbach town council has taken on services from CE. We pay salaries, sick pay and generous pensions to employees who have failed to produce a local plan resulting in the destruction of our town - paying out and wasting money on legal fees. Cheshire East is taking in increased amounts of council tax from new residents but is choosing what services it provides - most are paying maintenance fees on the new developments for services not provided. No infrastructure improvements apart from junction 17 improvement - poor planning in the design around local roads - constant congestion -Increased pollution and loss of green space. Our local M.P, councillors and council do not listen. CE is overseeing the destruction of our town & we're expected to pay more for the privilege. Councils are expensive - over generous pensions & uncontrolled/wasteful spending. Vast amounts have been wasted in legal fees in recent years - the social & care sector is a-bound with waste countrywide.	The Corporate Plan 2016 to 2020 is the basis of the Council performance framework and reflects previous public consultation on the needs and wants of local residents. Quarterly performance reports highlight the Council's achievement of the outcomes, using specific examples of local impacts for local residents, which supports the Council's externally reported Value for Money assessment. (also merge with the above two answers)
A local resident	The focus should be on not increasing the tax burden. The outcomes are tosh - meaningless words.	
Responding as	General Comments – Other	
A local resident	To free up funding get Middlewich Railway Station re-built and the passenger trains returned to Mid Cheshire's Link Line. If you're serious about economic growth & community wellbeing this should be a strategic priority.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Children and families need additional support. The special educational needs department is incredibly under funded. I requested fair access to information showing a dramatic number of EHCPs behind deadlines. Failing children who are the neediest - where are the high needs special school places? The fact we are paying other local authorities to educate these children as we have no facilities locally is a complete failure of the council and is shocking. I have recently contacted Knutsford Guardian about this and my MP is liaising closely with me.	Services for Children with Special Education Needs and Disabilities (SEND) is currently a key priority for the Children and Families Department of the council. A full needs assessment of educational places for children identified as having SEND has recently been completed and is being used to plan for the development of more in-borough places. Additional investment and recruitment has been made into the council's SEND Statutory Assessment Monitoring Team in

OFFICIAL

		recent months to ensure the EHCPs are completed in a timely fashion and are of good quality. As a result performance in this area is improving significantly.
A local resident	All non-statutory services should go. Money needs to be ploughed into Adult Social Care	The Council frequently challenges non-statutory services to see if changing the level of service can increase resources for other services such as Adult Social Care. As such the Council already spends a higher proportion of the revenue budget on Adults Social Care than similar local authorities.
A local resident	Why on earth is CEC funding new school places in areas that are or will see new housing built in them? This is absurd! Surely developers should be paying the full cost of new education provision in these areas. Strongly object to this, particularly as school budgets elsewhere are cut. Why no mention of improvements to the Academy in Knutsford? Has this project now been abandoned despite promises made previously?	The Council does request contributions for school expansions from developers through the planning process where the growth is linked to new housing. However, there is a time delay in actually receiving the funding, so the Council has to fund the places upfront from our Department for Education Capital until the funding is received.
A local resident	Give the Police budget more.	The Police & Crime Commissioner sets a precept, which is collected through the Council Tax Bill and provides funding for local Police services.
A local resident	I am concerned at the effect on council tax of Prestbury parish council's profligate spending. For the 2016/17 year PPC's increase on 2015/16 was 27.3%. For the forthcoming period (17/18) their increase will be over 50%. This is inevitable as they have admitted that their controversial project to demolish the only public toilets and replace them with a car park will entail and additional council tax per household of circa £22.	These comments will be referred anonymously to the Parish Council for comment.

OFFICIAL

Question Two:

The following tables summarise the comments received into each relatable outcome – please note that not all comments are written verbatim.

Table 8: Summarised comments in relation to Outcome 1

Responding as	Proposal 5. Increase Community Grants (Revenue Investment)	
A local resident	Investing in the VCF sector to provide support to older people, carers and people with dementia will reap benefits in terms of reducing isolation, increasing carers ability to continue caring especially where they are themselves elderly, this in turn is likely to reduce hospital admissions and the strain on professional social care services.	Outcome 5 is that local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early intervention and physical and mental wellbeing. CEC is committed to working with local people, providers and partners to shape our local services. We acknowledge that to achieve outcome 5, we need to continue working with our voluntary, community and faith sector enabling us to tackle social isolation in a way that does not rely solely on care packages but on connected communities.

Table 9: Summarised comments in relation to Outcome 5 – People live well and for longer

Responding as	Proposal 89. Sandbach Leisure Centre – Gym conversion	
A local resident	Enter into meaningful conversation with the High School over access to the current Gym - replace low impact equipment with modern bikes rowers etc. Develop a plan to create a second floor over the reception area with lift, women's dry change & expanded gym. Retain squash courts results in more revenue.	The existing gym on the first floor is already managed by the leisure trust and not the school. The feasibility study has identified the optimum layout for the new gym on the ground floor providing disability access (currently not available in the existing provision). It will contain a full range of modern equipment that will increase both use by local residents and income and allow for a more cost effective delivery.
A local resident	I spend a load of money every week on playing squash. If the courts are removed then I will not spend any money at that leisure centre.	The leisure trust is through consultation with regular squash users at a meeting on the 19th January looking to provide an offer to encourage use at other trust sites with squash courts, in particular Alsager.

A local resident	A refurbishment of the gym at Sandbach, modernising the equipment would be worthwhile - cheaper than demolishing and building a new gym.	The replacement gym will be a modern fit for purpose facility. The existing one isn't large enough (especially considering the local population growth), isn't accessible for disabled users and does not have dedicated changing.
A local resident	Try encouraging greater participation in squash rather than just writing it off for current users and all future generations.	There is no intention to "write off" squash as a sport and Cheshire East has a sufficient general supply in courts including recent improvements at Macclesfield and Wilmslow Leisure Centres with funding from England Squash.

Table 10: Summarised Comments in relation to Outcome 6 – A responsible effective and efficient organisation

Responding as	Proposal 93. Review of Council Supplier Contracts (Revenue Savings)	
A local resident	Review all contracts - especially the council owned companies	The contract review will include all contracts, including Alternative Service Delivery Vehicles such as the Councils' wholly owned Companies.
Alsager Town Council	Page 84, point 93 – That we consider the savings to be unachievable without putting services at risk especially in rural areas.	
Responding as	Proposal 104. Reduced library provision to principal towns and key service areas	
A local resident	Rather than sacrificing entire professionally-run libraries, opening hours should be looked into, with the possibility of cutting down on late night openings.	Although consideration was given to this proposal, savings in this area are not being proposed in the 2017/18 Budget.
Alsager Town Council	Page 88, point 104 – That we strongly object to any reduction in service at Alsager Library.	
Responding as	Proposal 118. Concerning General Government Grants	
A local resident	A proportion of New Homes Grant should be allocated to local	Response is noted and will be brought to the attention of the

OFFICIAL

	communities who will bear the burden of the new developments- -- especially if the delayed CIL regime prevents them benefiting from the potential proceeds of that scheme	relevant Portfolio Holder.
Alsager town Council	Page 97, point 118 – That Cheshire East Council should have a policy on the allocation of the New Homes Bonus to fit in with the Governments vision to assist the Community where the new developments have been built.	
Responding as	Proposal 124. Council Tax Increase	
A local resident	Council tax should be increased- the council is there to provide services and these need to be paid for - there's no moral justification in stopping services simply to boast about keeping council tax down.	Council Tax increases are detailed in the main Budget Report and will reflect appropriate increases and the links to direct funding for Adult Social Care.
Responding as	Proposal 130. Budget Reductions resulting from productivity / Staffing Reductions	
Alsager Town Council	Page 107, point 130 – That concern is expressed at the level of staff cuts in so much that too many reductions could adversely impact on the service delivery.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Table 11: Summarised comments – Miscellaneous - relation to specific proposals unknown		
Responding as	General comment in relation to outcomes	
A local resident	Outcomes mean nothing, just business speak for things everyone would want. Why do not need to pay more for things you can't deliver - failed to listen or do anything so far other than have residents pay for failed leadership/ failure to produce a local plan & legal expenses. Sandbach has uncontrolled development leading to congestion, pollution, loss of green space etc. Infrastructure; failed. Future health & Well being; failed. No doubt the local economy will suffer with lack of parking and gridlock to.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

A member of voluntary/ community org.	We should highlight the loss of Central Funding.	The Budget Report reflects the impact of reductions in funding from Central Government. During the consultation period briefings were provided to stakeholders also highlighting this issue. The Council is linked to a number of professional bodies lobbying government to ensure a fair allocation of available resources
A local resident	Where is the section on planned remuneration for 2016/2017? Executive pay should be reduced. Why did Mike Suarez get an overall 16% increase in pay and pension contributions 2015/2016? If savings have to be made and services cut, then surely there is less to manage? We seem to be on a trajectory of less services and more executive pay. Is the end game no services and 100% of council tax	Executive pay is managed through an effective Pay Policy. In 2015/16 the Council's Statement of Accounts reflected additional one-off payments for duties carried out by the Chief Executive in relation to local and general elections.
A local resident	Merge with Cheshire West to save costs. - Cut costs - Sell assets such as land - Sell share in the Manchester Science Park.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	More funding for cycle usage. Cheshire has a chronic lack of cycling provision.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	I think I only saw two references to cycle facilities? - I'd like Cheshire more if the council paid more attention to this aspect of our life. Buy some bikes for the councillors and get them to each ride a hundred	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Less money on art projects more on things that really matter.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	I note that pension costs are an increasing liability for the Council. Notwithstanding the changes that were introduced to the pension scheme in 2014, why is it that the Council is not pushing for the LGPS to be changed to a defined contribution scheme, thus saving money and mitigating risk. I know this is a national issue but I cannot accept that council's are not pushing to do what virtually the whole of the private sector has had to do. To reduce service provision whilst operating a 1/49th scheme, even on an average salary basis and at the employee contribution rates, is not my understanding of the Council's core objective of "Putting Residents First".	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

A local resident	Adult Social Care needs to be the priority - we are an ageing population, seems to be more emphasis put on young people in your plans yet statistically far more older people live in CE. More money needed to protect vulnerable adults.	Adult Social Care Precept and Adult Social Care Grant will provide income of c£7m in 2017/18. Both these items have been introduced or increased in response to the government settlement and to consultation responses
A local resident	Stop spraying herbicides all over pavements to stop weeds growing and reduce needless cutting of verges and other areas - will save money and benefit the environment.	The prevention of weed growth is necessary to prevent the longer term deterioration of the highway structure. In recent years the Council has reduced the amount of rural grass cutting to the minimum levels required for safety but this is also beneficial for the protection rural environment.
A local resident	Equalise car parking charges across ALL towns in the srea - at present NO charges apply in Northwich. Alsager and Sandbach, but charges apply in Crewe and Nantwich - this is manifestly unfair to residents of these towns.	Any proposed changes in parking charges is subject to statutory public consultation. Whilst Northwich is not within the Cheshire East boundary, it is accepted that there are some towns that currently do not have parking charges attributed to them.
A local resident	Your general strategy is admirable.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A member of voluntary/ community org.	Greater support is needed for elderly, others recovering or in rehabilitation and for on-going care at home – growing need – greater priority. Currently hospital beds are blocked because patients cannot be discharged to rehabilitation facilities. People are then unable to move out of these facilities due to lack of provision of care in their homes, or residential care. This would reduce the overall costs at the	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	I think all councillors should be fulltime, not part-time you need fulltime commitment to achieve good results, even though you haven't got the full government budget you are getting revenue from all of the houses that have been built in the area which I should imagine is quite substantial. It's all a case of good management.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

Question Three: The following tables summarise the comments received– please note that not all comments are written verbatim.

Table 12: Summarised comments in relation to question three		
A local resident	Increase in Council Tax unavoidable due to year on year Central Grant reductions, coupled with an increase strain on Services. If the Council could keep all local Business Rates this would mitigate some of the General Council Tax rises. Agree with review of Agency Staff, as this can be a real strain on Budgets.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Disagree with increase in Council Tax - other efficiencies and saving must be made. The Council has a very poor track record in planning appeals and legal challenges, A further increase, especially of the magnitude, outlined is unacceptable and unaffordable to many residents - especially when Town Councils also levy charges.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local business	Cut all wages of 'top dogs' at town hall.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	I work in the care sector and it is under - funded in some areas - however there is waste on a massive scale in others - lack of awareness, accountability or resolve to address this. Money is at times handed out without proper accountability and this money could be better spent providing much needed care for adults & children.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	This amount far out stretches the wage rise we get - some only receiving 1% how can we keep on paying more out with so little coming in?	Although the percentage increase in Council Tax exceeds annual measures of inflation the value of the increase is only just over £1 per week for the average household. This is lower than forecast pay inflation or index linked increases in average household income.
A local resident	Charge developers more for the impact on roads and council services.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Stick to core services, bins, education, libraries etc. & ditch all extras that nobody wants. Stop getting involved in areas and setting up dubious business that should not be part of delivering necessary local services - do not need a giant chess set in Crewe town centre.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

A local resident	An increase in Council tax above 3.99% is unlikely - devolving more services to Parish level & increasing the precept for Parish Councils might be more acceptable as the results are visible locally. Scrap entire bus subsidy programmes allowing private sector to run services it felt were profitable - volunteer or not for profit solutions could fill the gap.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A member of voluntary/ community org.	Highlight Central Funding reductions	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Stop spending money on projects e.g. advisory 20mph speed signs outside schools - high cost and widely ignored - work with highways & police on average speed camera projects - will reduce noise, improve air quality & encourage cycling/ walking as it will feel safer. Stop obsession with combined cycle ways & pavements - leading to more cyclists on all pavements & fewer pedestrians - motorists get confused as to why a cyclist is not using a marked pavement/why they emerge at strange places. Result: Improved health -reduced benefits pay-outs - reduced accidents - fewer school buses - reduced congestion.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Keep the Gym in its current place at Sandbach, and reduce the Capital Investment but re-direct it to the Squash Courts and Changing rooms.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Local taxation should at a level to cover social care	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	CE Council has been wasteful with council tax-payers hard-earned money over recent years – E.g. - Lyme Green fiasco, costly removal of senior staff, high costs associated with failed private enterprise initiatives. Expect to see CE do much more in terms of looking inwardly for cost reduction before increasing local council tax rates.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Merge with Cheshire West	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	You should ask your staff to identify where money is still being wasted. Then be brave enough to act on what they say.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Children & Families - special educational needs department - I feel that the government should care for these people but I wouldn't mind paying the extra as it is only fair.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

A local resident	Your questions assume that everyone agrees that the budget is limited to what can be obtained from central government or other allocated sources. I am particularly interested in retaining the squash courts in Sandbach; this is the only participation sport I take part in. You are proposing to remove a sports facility and replace it with a gym of which there are already plenty in the area, with more being built. Nobody has asked me if I am prepared to pay more for my games. Why?	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	£100m, is that over 3 years, £1 per week per household - a bargain. If you could skew that to the top 50% would it affect their standard of living noticeably? I heard today that it is £2.80 each way on the bus to get from outer Macclesfield to the centre so maybe you could raise more from town centre parking?	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local business	Charge people for repeatedly missed Doctor & hospital appointments. If people require police/ambulance services as a result of drink/drugs they should be either financially penalised or required to do community service.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Will any Social Care increase be paid BUBA Care Homes?	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Becoming more efficient - great amounts of public money is wasted on continual poor planning. Both through housing and road infrastructure alone. The lack of local plans has cost tax payers what appears to be an endless pot of money due to the continual consultations regarding rejected plans etc.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Not opposed to increase if is clearly going to support where needed. CEC need to be very transparent with documenting and publishing where this money goes.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Increase council tax further and get developers to pay for many of the improvements outlined in budget - new highways, new school places, improved leisure centres, public realm improvements, etc. The area is under huge development pressure and for years CEC has not squeezed developers. CEC must be much more aggressive in forcing developers to contribute as much as possible.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Persuade Prestbury Parish council to abandon their proposed project to replace the public toilet block with a car park which is of no value to most residents. This will produce a significant saving.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Cut staff (management and officers) who contribute little.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

A member of a voluntary or community organisation	<p>Not appropriate to increase local tax whilst you still overpay senior staff -there is increasing resentment at this especially within the VCFS groups on whom you must increasingly rely who see wastage and excess spent on and by council staff. Removing the distinct & unnecessary communities department would automatically enable other people focused staff & services to work more closely together - too much duplication, overlap and lack of communication between department/working groups. I do not believe the reduction in services is appropriate until these issues are clearly shown to be addressed. I currently have no confidence that any increased revenue would be well spent. Abolishing the role and everything associated with the Mayor would also bring savings and demonstrate a genuine commitment by the Council to use our money more wisely and effectively. Parishes and towns already have their own mayors and dignitaries - we have a Leader and Deputy Leader and could appoint a Chairman of the Council to carry out the necessary duties.</p>	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	<p>Not give yourself rises – there are people who can't afford to pay bills, so this increase won't be good news for them and for retired people which we are.</p>	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

Shaping Our Services E-mail responses

The following table summarise the comments received into the Shaping Our Services dedicated e-mail account – please note that not all comments are written verbatim.

Table 13: Shaping Our Services E-mail responses		
Responding as	Summarised Comment(s)	
A local resident	Outcome 5 states people live well for longer. Can you let me know how much money has been set aside in the budget for this Thanks	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local resident	Time and time again the dustman are unable to get up our street due to parked cars on either side of the road. The people who park like this live in High street. If an ambulance or a fire engine were to be called they would not be able to get through	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Alsager Town Council	<p>The following responses to the CEC pre-budget consultation 2017-20 follow the document by page and point numbers.</p> <p>Page 14, paragraph 2 – That we are pleased that the Consultation has recognised the work done by Town Partnerships and that the Community Grant Panel should be marketed in a more open and transparent way.</p> <p>Page 23 – That in High Quality Town Centres, Alsager Town Centre Highway Improvements including footpaths and parking should be included.</p> <p>Page 105 – That we welcome Apprentice levy.</p> <p>GENERAL OVERVIEW</p> <p>Children's and Adults Social Care appears to have insufficient funding within this three year Cheshire East Council Pre-Budget Consultation.</p> <p>That the identified budget cuts in this Cheshire East Council Budget Consultation are being made prior to determining how the savings are going to be achieved.</p>	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Clerk to Bunbury Parish Council	The Parish Council feels that the bus service to rural areas such as Bunbury is an important service that is valued and used by the local community and there are no alternative means of transport for residents. Therefore the significant cuts proposed to this service will have an adverse affect on the rural communities of Cheshire East.	Covered in response to proposal 27

OFFICIAL

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
Clerk to Crewe Town Council	Cheshire East should review its priorities - focus on matters that local communities see as important, such as better roads, improved parks, car parking (costs), environmental issues, community safety, Consider transfer of funds to the town council who could seek to address the deterioration in local services - funds could be drawn from the monies being collected by Cheshire East in Crewe by virtue of increased levels of fines for littering.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
Chairman of Mottram St Andrew Parish Council	<p>Proposal 27 - Not in favour of reducing level of support for local bus services, Inc. community transport - should be encouraging more people out of their cars - several residents are not car owners and rely on public transport.</p> <p>Proposal 33 - Concern over reduction in level of winter services – Inc. gritting of roads - could cause more road accidents.</p> <p>Proposal 57 - Concern over reduction in highway maintenance including gully emptying - the state of our roads are so poor and in need of attention.</p> <p>Proposal 66 - Not in favour of charging for the disposal of garden waste – will result in more car journeys to HWRC's, which we understand that you are planning to reduce in number. An increase in cars on our roads will result in more emissions - possibility of increase in fly tipping.</p>	Covered in response to proposal 27, 33, 57 and 66
South Cheshire Chambers Business Breakfast	Potential proposal for Care Homes that are charitable to ask for 100% relief rather than the 80% receive now. SBRR is going up and many getting 100% so want 100% too as a priority.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.
A local business	<p>Proposal 18 - West Park Museum (capital investment) – request for more information – keen to be a-part of the process</p> <p>Proposal 30 - Reduce funding to the Macclesfield Silk Heritage Trust - request for more information – keen to be a-part of the process.</p>	Covered in response to proposals 18 and 30
A local Cllr	New Homes Bonus - Hope that money can be found from within the NHB to help to prepare for the future whilst providing an improved Civic centre in Alsager with energy	Response is noted and will be brought to the attention of the

OFFICIAL

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
	savings. Refurbishment will cost in the region of £250,000 - have a capital reserve of £30,000 which is held to offset future commitments.	relevant Portfolio Holder.
A member of a voluntary or community organisation	<p>Proposal 89 – Reconsider closure of squash courts - promote squash – increasing numbers for the squash club would create the forecast revenue that a larger gym would create - area doesn't need another gym that will only serve locals, Sandbach squash club draw players from all over the county.</p> <p>Expansion upstairs would be cheaper for 'everybody' and by ultimately keeping the courts open alongside a bigger gym would increase takings dramatically. To decrease the courts apparent running costs a simple 12" pipe/ duct in place from the pool to the courts would help pull free warm air across from the pool to heat the courts year round.</p> <p>Disabled access must also be available for someone to play squash. Staff at Sandbach deserve a better work place environment & job security.</p> <p>Could I ask how the facility intends coping with the extra traffic / cars a proposed larger gym would create - one main point in closing the courts is to make the gym disabled friendly - where are all the disabled parking spaces going to be, if the car park belongs to the school what have they agreed to?</p>	Covered in response to proposal 89
A local resident	<p>Proposal 57 - I note that £150K could be saved reducing highway tree maintenance. If the trees in the rest of CE are in the same state as those outside my house (huge, inappropriate beech trees) which constantly drop branches, then the amount saved will be overshadowed by the amount that has to be paid out in compensation when residents sue the council when the branches damage property and vehicles.</p>	Covered in response to proposal 57
Cheshire East Unison	Concerns regarding staff reductions, terms and conditions changes, and outsourcing of key services, future job security and pension implications.	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
A local Cllr	<p>Pleased to see the proposed allocation of £1.2m to improve the Whitehall Bridge Roundabout (Proposal 69).</p> <p>Also Welcome the proposed increase in Community Grants (Proposal 5), Increased Parking Enforcement (Proposal 15) the creation of the new Investment Portfolio (Proposal 21) and the Tatton Vision Phase 1 investment (Proposal 29).</p>	Covered in response to proposals 5, 15, 21 and 29
A local Cllr	<p>Outcome 3 - P42 Most of savings are on SEND. What would the financial implications be of reversing the recently proposed school bus cuts and phasing in changes as recommended by the call-in group?</p>	<p>This would require a change of policy, which may have further implications.</p> <p>The proposal would require a business case to identify the financial and non-financial implications of a change.</p>
A local Cllr	P44 Cheshire East planning have been saying no education	Need further clarity on this comment please.

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
A local Cllr	<p>P46 I agree that Sandbach needs more primary school provision but why isn't this covered by s106 contributions? In a recent report NO primary school contributions were sought (see below)</p> <p>15/5259C The Council's Education Officer has advised that the development will generate 2 primary and 2 secondary aged pupils. The development is forecast to increase an existing shortfall for secondary provision in the immediate locality, but would have no impact upon primary or Special Educational Needs provision. In light of this the following contributions are sought towards secondary school provision - £32,685</p>	<p>£130k of S106 funding supports the Primary & Secondary planning areas in the document (Planning Refs 10/2608C - 14/2913C) and funds have already been received by CEC .</p> <p>In the projection spreadsheet that was presented at the C&F Capital Challenge meeting on the 8th November there were estimates of £3.905m of S106 funding to be received over time within the Sandbach Planning Area which would eventually cover 84% of the total forecast spend of £4.650m. These are not guaranteed nor banked as yet.</p>
A local Cllr	P56 Arclid Waste Site – How much would it cost to keep the site open at weekends only?	As per budget consultation we expect to save £100, 000 annual contract costs a year in addition to the outstanding capital works that are required to maintain the current site.
A local Cllr	P57 charging for garden refuse collections – please supply details of other councils who have tried this.	Covered in response to proposal 57

OFFICIAL

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
A local Cllr	What will be the impact on the budget from which the money is coming? Put another way. What will Public Health have to cut?	Response is noted and will be brought to the attention of the relevant Portfolio Holder
A local Cllr	Option to review concessions policy for charging for services	Services have charging strategies appropriate to their services.
A local Cllr	Could include position on LA provision of housing and latest update on Housing ASDV	The potential ASDV is still at feasibility stage. Further work is due to be presented to CLT to consider a way forward. The options include Council Owned Housing but the feasibility work undertaken by Savills doesn't put this forward as a preferred option.
A local Cllr	Could parking bays be put on grass verges in Crewe funded from car parking income	Response is noted and will be brought to the attention of the
A local Cllr	Could car parking income be increased and increased for locally determined spending	<p>Car parking income is spent on specific items as we know, and spending to date has not been localised even though car parking income has not been collected evenly throughout the borough.</p> <p>It would be possible to identify local spending as funded from car parking income, but this proposal seemed to imply additional benefit would be provided to areas where new charges may be introduced – is the intention to create a new business case?</p>

OFFICIAL

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
A local Cllr	Group would like review of Landlord Registration Scheme to be self funded.	Response is noted and will be brought to the attention of the
A local Cllr	Should CEC introduce an intermediate care WOC?	Response is noted and will be brought to the attention of the
A local Cllr	Can civic costs be isolated and reductions proposed	Response is noted and will be brought to the attention of the
A local Cllr	Proposal 15 – could enforcement officers be more efficient (eg travel on scooters)?	The option to use scooters may introduce potential health and safety risks to the existing workforce, but could still be considered.
A local Cllr	Does any proposal impact on the future funding of CAB services?	There is a proposal that positively affects funding to CAB – no.97 on page 85. It is actually an increase in funding. We in effect “loaned” CAB North £30k in 2015-16 on the proviso that we would reduce the funding by £10k for the service for the following 3 years (whether they secured the contract or not). This increase will bring the budget back to the level before the loan just in time for the next procurement cycle.
A local Cllr	Reference could be made to impact of renewable energy on non-domestic rate retention	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

OFFICIAL

Table 13: Shaping Our Services E-mail responses

Responding as	Summarised Comment(s)	
A local Cllr	Group may want to consider response around Single Person Discount & CT band changes	Response is noted and will be brought to the attention of the relevant Portfolio Holder.

The key events associated with the Budget Consultation are outlined in the below table along with the topics of discussion and any feedback received.

Events	Comments
Corporate Leadership Team / Cabinet Away Day – 15 th June 2016	Launch of the Business Planning process for 2017-20. Update on the financial position, processes of planning, monitoring and reporting. First consideration of budget changes being proposed.
Cabinet – 12 th July 2016	Revenue 2015/16 Outturn.
Corporate Leadership Team / Cabinet Away Day – 5 th September 2016	Further update on the process and revisiting of the proposals being considered for consultation.
Cabinet – 13 th September 2016	Receive First Quarter Review of Performance.
Team Voice – 2 nd November 2016	Issued to all staff and Members to headline release of Pre-Budget Consultation.
Corporate Overview and Scrutiny Committee on 3 rd November 2016	Received Pre-Budget Consultation and Mid-Year Review of Performance.

OFFICIAL

Events	Comments
Cheshire East Council website – 4 th November 2016	Pre-Budget Consultation placed on Council's website and Centranet to launch consultation exercise.
Cabinet – <u>8th November 2016</u>	Received the Mid-Year Review of Performance Report.
Trades Unions – 14 th November 2016	<p>The meeting Response is noted and will be brought to the attention of the relevant Portfolio Holder. the following points:</p> <ul style="list-style-type: none"> - £94m shortfall over three years. Cheshire East Council (CEC) commission more that we pay for directly. More money is being put into people services. The report shows £34m of investment in services that will need to be offset by savings. - Question raised about cumulative values, and in particular the proposal for £5m year on year savings over the three years, believing that £5m is not achievable. Answer: confirmed the £5m year on year saving becomes cumulative if the £5m is not achieved in the first year and represents less than 5% of the cost of the current workforce. - Question asking what engagement had there been on this with staff as there are significant reductions proposed. Answer: there had been investments in technology such as liquid logic to help social workers for example such improvements would support a reduction in the need for agency workers and consultants. The proposals contained a range of initiatives but further

OFFICIAL

Events	Comments
	<p>feedback from the TU's was welcome.</p> <ul style="list-style-type: none"> - Response is noted and will be brought to the attention of the relevant Portfolio Holder. that until the TU's have the detail they do not consider they will be in a position to comment fully until after the consultation closes. There were strong messaging that CEC was looking at outsourcing with the intention of being a smaller council. - Clarification that CEC does not have a history of externalising services; our preference is to create the right approach on delivering services as described in "Best Fit" and more recently through arms length Alternative Service Delivery Vehicles (ASDVs). - Invitation for TU's to tell CEC what they can do to make changes. Response is noted and will be brought to the attention of the relevant Portfolio Holder. that ASDV's cost base is considerably higher due to pensions costs compared to those they have to compete with for business. Our response to this is to develop a pension scheme that makes our ASDV's competitive. - TU's want to continue the dialogue, but the pension point is a concern for TU members. - CEC wants to engage members and staff on key issues on policy and budget matters, and reiterated that this was the start of consultation on the proposal. It was important that conversations happen locally.
Town and Parish Councils Conference – 28 th	The Finance and Assets Portfolio Holder presented an overview of the Council's Finances and the Pre-

OFFICIAL

Events	Comments
November 2016 (only had feedback from Economy)	<p>Budget Consultation. Comments on individual proposals as follows -</p> <ul style="list-style-type: none"> - Bus Service reduction proposal –radical approach required to achieve saving level. Services on the main corridors of movement should be prioritised and alternative transport or local service based solutions required. Morre community based local service provision needs to be considered. Overall agreed that the review should work to achieve this proposed budget saving. - Parking income – the use and benefits from greater civil enforcement was understood and accepted as a basis to manage in a more effective way. Parking charges are a sensitive issue and difficulties in arriving at Borough wide approach to parking was Response is noted and will be brought to the attention of the relevant Portfolio Holder.. Any significant increase in revenue from parking should be used to support the Councils highways and transport services as a way of demonstrating to residents that there was a clear related benefit from this revenue income. - Create new investment portfolio – The Council should be very clear about its objectives for any scheme and the level of funding invested. If the funding was in the £10ms level as proposed it was not worth pursuing unless the policy would be support schemes and sites within Cheshire East. Otherwise the fund should be significantly higher and invested in the best UK related investment opportunities to generate a sensible revenue income return. Sceptical of the returns being quoted.

Events	Comments
<p>Schools Forum – 1st December 2016</p>	<p>The meeting Response is noted and will be brought to the attention of the relevant Portfolio Holder. the following points:</p> <ul style="list-style-type: none"> - All of the relevant documents can be found online and feedback can be given online (including an online survey). - The pre-budget consultation document is a detailed document giving a three year balanced position which includes revenue and capital options and local taxation forecasts. - C.£100m of savings are required going forward. The majority of the authority's income is focused on people services. - There continues to be the same six priorities (outcomes). Every outcome in the corporate plan is going to be affected and the whole document is subject to consultation (until 10th January). - Specific question raised: Does capital investment involve infrastructure used in education? <p>Answer: Yes, it will include a number of school projects. Further explanation was provided to confirm that Outcome 3 – Education is wider than just schools. It also includes support for children. Capital investment will be prioritised for those areas which are growing. The investment will initially be funded using grants from the DfE however those funds will be replenished when payments from planning obligations under S.106 of the Town and Country Planning Act 1990 are received. There is a priority for</p>

OFFICIAL

Events	Comments
	<p>school expansions and that will be put out to consultation in the new year.</p> <ul style="list-style-type: none"> - The Council will approve the budget in February 2017.
Cabinet – 6 th December 2016	Consider the Domestic and Non-Domestic Tax Base for recommendation to Council.
Council – 15 th December 2016	Agree the Domestic and Non-Domestic Tax Bases .
Funding announcements – 15 th December 2016	From Government
Third Quarter Review of Performance – Challenge sessions – 12 th to 21 st December 2016	Provided updated baseline spending calculations for services and potential impact on calculations proposed within the MTFS.
All Member Briefing – 12 th January 2017	The Finance and Assets Portfolio Holder presented an overview of the Council's Finances and the Pre-Budget Consultation including an update on the impact of the Provisional Settlement
South Cheshire Chambers of Commerce – 12 th	Cllr Groves presented the Council's Pre-Budget Consultation to a South Cheshire Business networking

OFFICIAL

Events	Comments
January 2017	<p><u>event.</u> Issues raised / suggestions made:</p> <ul style="list-style-type: none"> - Future development plans for Crewe including update on HS2 - Council Tax and Business Rates plans for the medium term - Request for improved communication from Cheshire East - A discussion on how Cheshire East can supply information on the current position of each consultation Cheshire East has started - A discussion on planning permission and whether Cheshire East will now start to awarding planning permissions so as to avoid being penalised on the Government New Homes Bonus Scheme if their decisions are then overturned on appeal - A discussion on whether Cheshire East are now directly linking savings on adult social care to whether they make / provide highways improvements as suggested at the meeting on 12th Jan - Information regarding social care providers in respect of domiciliary care and residential care providers
Macclesfield Chamber of Commerce Business Event – 26 th January 2017	<p>Cllr Groves presented the Council's Pre-Budget Consultation to a Macclesfield Chamber of Commerce networking event. Issues raised:</p> <ul style="list-style-type: none"> - Notes from the meeting

OFFICIAL

Events	Comments
Individual proposals received from Cheshire East Council Members in January 2017	Feedback on: -
Corporate Overview and Scrutiny Committee – 2 nd February 2017	Receive MTFS Report / Review Budget Proposals
Corporate Trades Unions – 8 th February 2016	Final MTFS Report
Cabinet – 7 th February 2017	Consider MTFS Report and recommend proposals to Council
Council – 23 rd February 2017	Debate and approval of 2017/18 budget

Member Workshop Feedback

A workshop session was held with members during the Town and Parish Conference on the 28th November 2016. There were a total of 32 participants during the workshop.

13 of the participants represented Towns/Parishes within the South of the Borough, 10 represented Central CE and 8 represented the North (figure 3). The majority of participants (19 out of 27) represented rural/mostly rural areas of Cheshire East, (figure 4).

Figure 3. Location of Town/Parish

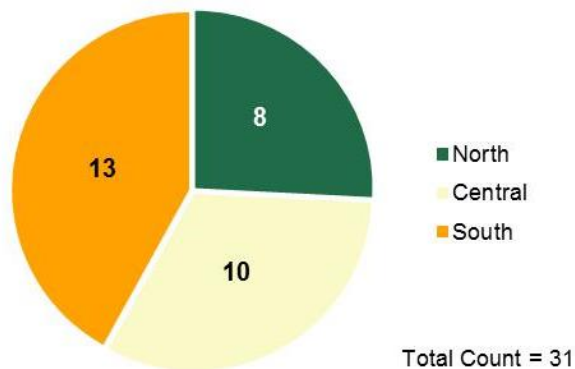
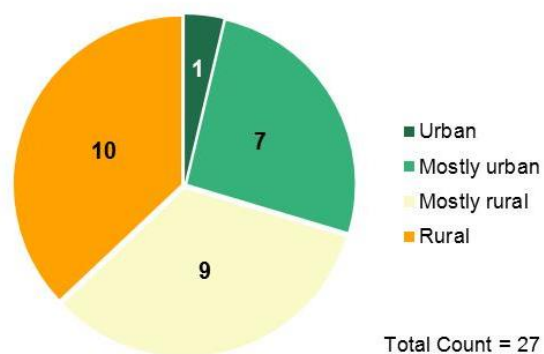
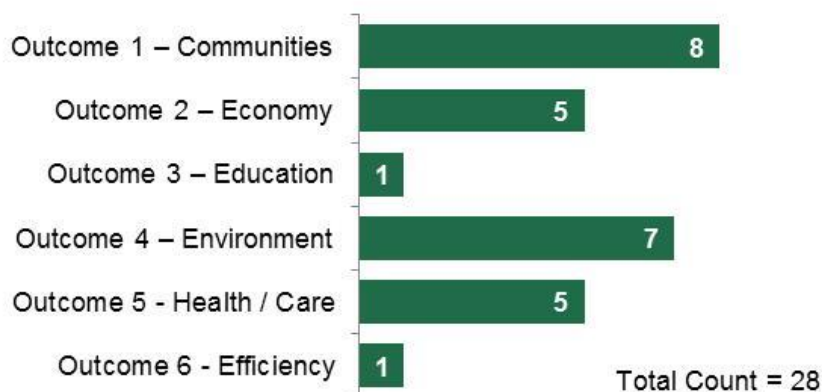


Figure 4. Description of Town/Parish



Participants were asked which particular outcome they believed was the top priority for their area, outcome one – communities came out as top priority for 8 participants, 7 participants selected outcome 4 - environment as their top priority. Outcome 3 - education and outcome 6 - efficiency were not as high of an overall priority with each receiving 1 vote each only.

Figure 5. Top priority outcome for area



Participants were then asked what service area they considered as top and least priority for investment within their area. Highways came out on top with housing being the least priority, figures 6 and 7 show the breakdown of response.

Figure 6. Top priority service for investment in area

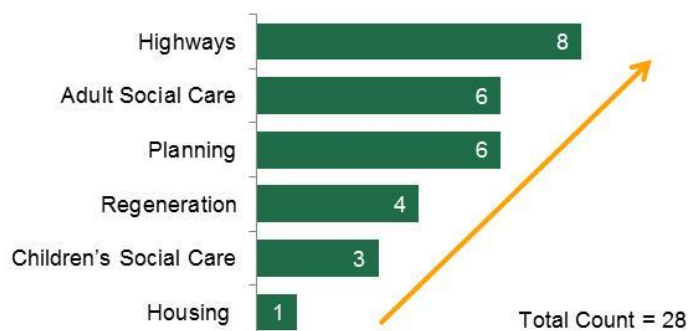


Figure 7. Least priority service for investment in area

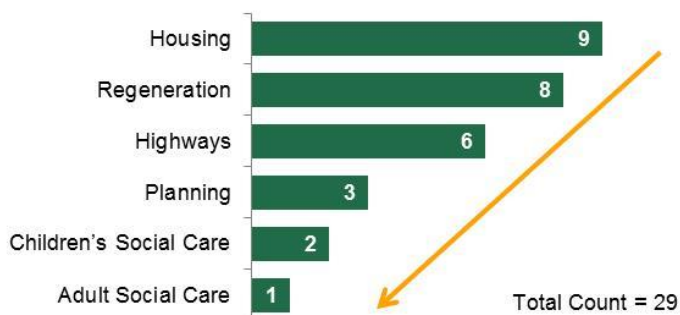
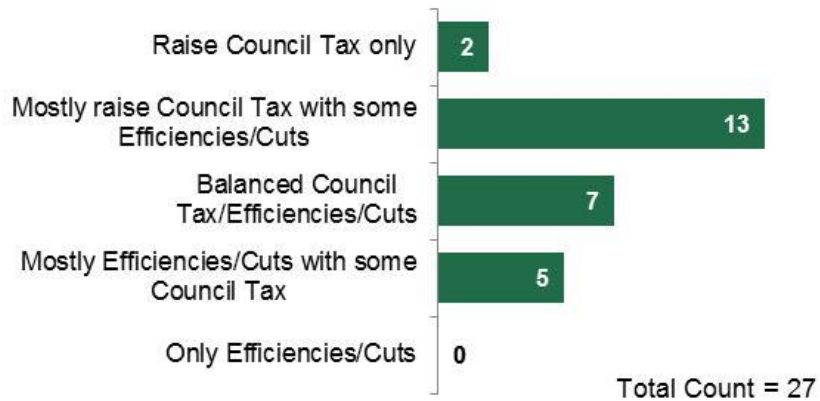


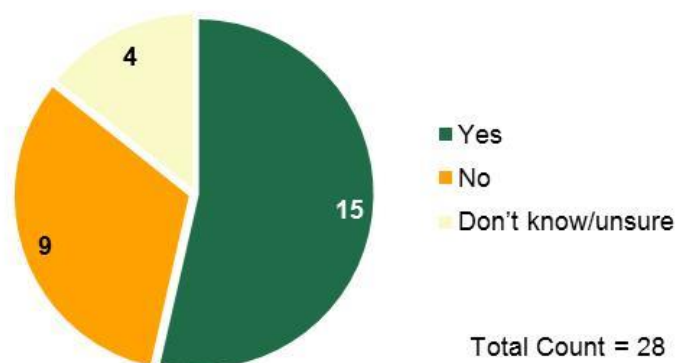
Figure 8 shows that the majority of participants (13 out of 27 who responded) felt that the best way to close financial deficits would be to mostly raise Council tax with some efficiencies/cuts. The least popular way would be to only have efficiencies cuts, which received no votes, followed by raise Council tax only with 2 votes.

Figure 8. Best way to close financial deficits



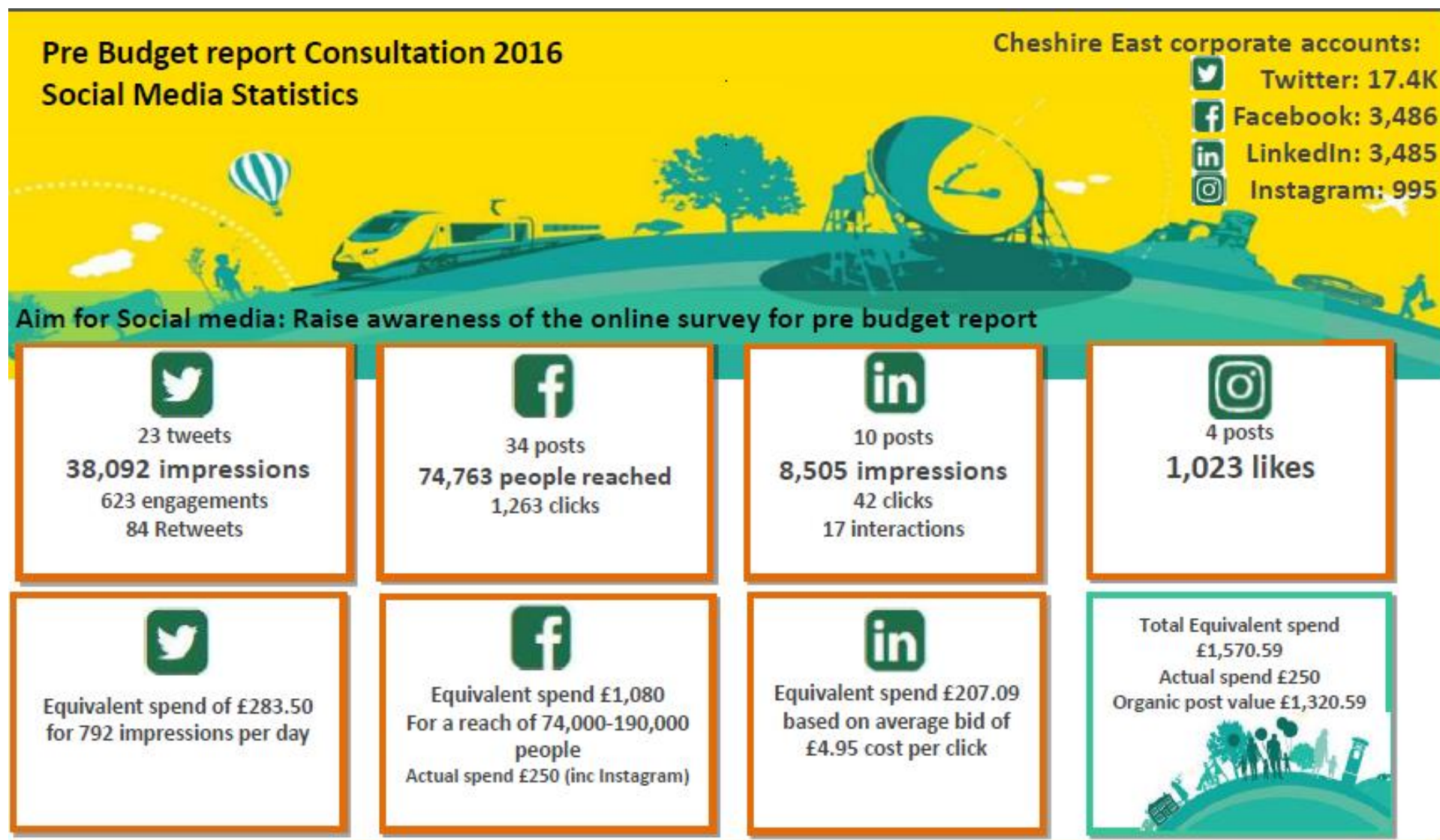
15 of the participants seen further devolution of services/ assists as a positive bearing in mind the current financial challenges. 9 did not see devolution as positive and 4 were unsure.

Figure 9. Do you see devolution of services/assests as positive?



Appendices

Appendix One – Social Media Statistics



Top organic posts

Cheshire East
Published by Facebook 19 - 24 December 2016 at 14:21 · 0

Our government's funding will be reduced from £40m to £3 by 2020 and we have set ourselves the challenge #CECBudget

<http://cheshire-east.co.uk>



Get more likes, comments and shares
Boost this post for £4 to reach up to 790 people.

1,380 people reached

Boost post

Cheshire East
Published by Facebook 19 - 21 December 2016 at 12:38 · 0

Our pre-budget report is currently out for consultation. Comment via our online survey or via councillors #CECBudget <http://ow.ly/1vT0en83D069Gk>



Get more likes, comments and shares
Boost this post for £4 to reach up to 890 people.

1,661 people reached

Boost post

Cheshire East
Published by Facebook 19 - 21 November 2016 · 0

Our government's grant will be reduced from £40m to £3 by 2020 read how we intend to meet the challenge <http://ow.ly/VFis30684JW> #CECBudget



Get more likes, comments and shares
Boost this post for £4 to reach up to 990 people.

1,525 people reached

Boost post

Cheshire East
3386 impressions

We need to save £100million by 2020. If you had to decide, what would you do? Have your say via: ow.ly/1MT2305QG6o #CECBudget

10% Increase Council Tax

10% Reduce Services

80 votes · 100 words

10 votes · 100 words

10 votes · 100 words

Cheshire East
3168 impressions

Find your local Cheshire East Councillor and how to contact them on our website here: ow.ly/1vR8AqG #CECBudget



OFFICIAL

Cheshire East
2362 impressions

It's important that people are aware of our #CECBudget report with the challenges ahead over the next 3 years ow.ly/1vT0en83D069Gk



Cheshire East
1948 impressions

#CECBudget proposals inc: raising council tax by 3.99% each year- 2% of which is for adults social care read more ow.ly/1vT0en83D069Gk



OFFICIAL

Paid for Ads

Cheshire East  Written by Corinne Business Admin (P) · 15 December 2016 at 12:19

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>



15,942 people reached

Like Comment Share

Carol Bulman, Ralph Hurst and 19 others · Top comments ·

15 shares · 12 comments

Cheshire East  Written by Corinne Business Admin (P) · 15 December 2016 at 12:19

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>



10,819 people reached

Like Comment Share

Yannia Koulaouras, Michael Griffiths and 17 others · Top comments ·

4 shares · 6 comments



Cheshire East 

265 likes · 3

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>

Add a comment · ...



Cheshire East 

107 likes · 3

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>

Add a comment · ...

Cheshire East  Written by Corinne Business Admin (P) · 15 December 2016 at 12:19

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>



7,348 people reached

Cheshire East  Written by Corinne Business Admin (P) · 15 December 2016 at 12:20

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>



3,466 people reached



Cheshire East 

228 likes · 3

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>

and it's out! Love it! Love it! Love it! Gorgeous! 🌟

Add a comment · ...



Cheshire East 

232 likes · 3

Take a look and have your say! The #CECbudget report shows how we plan to spend money over the next 3 years <http://ow.ly/Fom8306INGk>

OFFICIAL

Listening to the conversation – social media comments

Martin Brereton Exactly. They only want you to think they are listening and actually care but ultimately they do whatever they like.
Like · Reply · Message · 2 · 6 January at 09:41

Margaret Woods Pointless they will do what they want
Like · Reply · Message · 3 · 27 December 2016 at 22:49

Peter Bayley How much for market consultants this year?
Like · Reply · Message · 1 · 6 January at 10:32

Tracey Evans Bottom line will be job cuts for staff
Like · Reply · Message · 1 · 7 January at 17:39

Maggie Swindells No mention of Pot Holes! That seems to be the consensus view
Like · Reply · Message · 7 January at 19:01

Rich Headey What would 'pot holes' come under in that budget?
~~~~~  
Every time it rains I see pedestrians dodging splashes from passing cars but ...  
"57. Reduce routine maintenance of Highway network (Gully Cleansing) (Revenue Savings) £m for three years -0.570 -1.140 -1.860"  
Like · Reply · Message · 1 · 5 January at 23:12

**Charlotte Peters Rock** This will, as usual, gain a full set of brownie points for 'public consultation', whilst ignoring everything the public has to say. That's how CEC is set up to operate.  
Like · Reply · Message · Yesterday at 09:24

**Colin Grant** Let's start with the cost of this  
Like · Reply · Message · 8 · 20 December 2016 at 16:12

**Derek Hughes** They missed out "your" between "spend", and "money". I would much rather spend it myself. 😊  
Like · Reply · Message · 1 · 4 January at 11:47

**Christine Williams** @cmwilliams236 · Jan 7  
@CheshireEast It's a shame it's so long winded and not user friendly for most of the customers you serve.

**Rob Sproston** @dabberuk · 29 Dec 2016  
@CheshireEast whilst I recognise that cuts are to be made will this include a 20% reduction in the money paid to Councillors

**Oily Lowe** @oilylowe · 30 Dec 2016  
@CheshireEast At a hefty 121 pages public participation is likely to be low! Many question whether their voice would be heard too #engagement

**Andy Large** Straight out of the blocks and you've missed the point. I want to know how you will "save" money, not spend it. A typical, but still epic, fail from CEC.  
Like · Reply · Message · 1 January at 17:47

**Rich Headey** Yes, it does tell you that sort of thing, e.g.... "57. Reduce routine maintenance of Highway network (Gully Cleansing) (Revenue Savings) £m for three years -0.570 -1.140 -1.860"  
<http://www.cheshireeast.gov.uk/jpre-budget...>  
Like · Reply · Message · 6 January at 17:36

**Lynne Hardy** Hear, hear. Well said  
Like · Reply · Message · 21 December 2016 at 22:37

**Peter Blease** I have no respect for this Council spend and waste money on County Vehicles and other Council Luxuries when Middlewich need a bypass before somebody else gets killed 😡😡😡😡😡  
Like · Reply · Message · 29 December 2016 at 14:58

**Janet Martin** Don't worry, Trump will have caused the end of the world way before then  
Like · Reply · Message · 29 December 2016 at 00:42

**Phill Wilson** It's referring to the central government grant. From 2020 all councils have to self sufficient and will get no external funding as they do now  
Like · Reply · Message · 29 December 2016 at 01:46

**Martin Brereton** Meanwhile heads of departments are all on in excess of 50k a year salaries and bonuses for being glorified pen pushers, claiming expenses for food and petrol and stationery etc. It's no wonder you don't have enough money to fix the potholes.  
How about you stop telling us to make cut backs while increasing our taxes and start cutting back on CEO and councillors wages and expenses and ditch some of the dead wood that you're carrying.  
Like · Reply · Message · 7 January at 23:55

**Paul Bayley** Cheshire east's plan seems to be build lots more houses to up the council tax recites.  
Like · Reply · Message · 29 December 2016 at 16:53

**Craig Wilson** Council brain storming meeting.....  
"Words cost money, lets drop some"  
Slaps on back all round....  
"Lunchtime?"  
Like · Reply · Message · 29 December 2016 at 09:01

**Peter Richards** Please write in clear sentences.  
Like · Reply · Message · 28 December 2016 at 23:53 · Edited

**Ryan Parker** What does that mean ?  
Like · Reply · Message · 29 December 2016 at 00:29

uni\_kit\_out ☺, Lovely love this loads. 📷  
Gorgeous. 😊

**Malcolm Pope** Poorly presented survey reliant on complete reading of a complex summary document with no easy reference to this whilst completing the survey. Generally I find public bodies are deliberately tangential in seeking public opinion. The key here is a proposed 3.99% increase in council tax to address increasing needs for adult social care (ageing population) and the complete loss of central government funding for the area by 2020. I support paying more tax to fund adult social care, but the loss of £100M+ from the area is concerning. Additionally it is not clear from the document what funding cuts will occur over the period and how the electorate will be impacted. We have a Conservative government punishing a Conservative led local administration... curious... paying more and getting less? Interesting that the council is addicted to £3.5M in annual income from car parking - a fee that is strangling our local towns... this is balanced by a £2.8M expenditure on "Organisational Development" so I guess employees of Cheshire East are exceptionally well trained (well beyond what the private sector can afford in businesses of a similar turnover)

So if you want to know the facts and figures be prepared to sit in front of a poorly defined 77 page budget document supported by a 12 page "summary" document.

Simply: Poor

My view: take democracy back to the towns where at least we can see and touch every line of a budget and avoid "corporate speak"

Like · Reply · Message · 1 · 27 December 2016 at 14:09

**Susan Jones** Is it possible to rephrase the wording etc in a more simple to understand, and maybe shorter, document

Like · Reply · Message · 1 · 27 December 2016 at 13:45

**Dianne Smith** Ah Susan Jones - you're asking a bit much there, you know.

Like · Reply · Message · 1 · 27 December 2016 at 13:51

**Impression** – A view of a post

**Engagement** - When a user interacts with a post in any way. This includes all clicks anywhere on the tweet (such as clicks on links, hashtags, usernames, avatars, retweets, favourites)

**Action** – The number of people who have like, commented, shared or clicked on a Facebook post

**Reach** - The number of Facebook users who have seen the post

OFFICIAL

Title: Council launches budget consultation

**Embargo 2pm November 3, 2016**

### **Council launches consultation on its Budget Proposals**

Cheshire East Council today publishes a report which outlines its draft proposals for how the council could deliver a balanced budget and direct its resources more effectively to meet the needs of its residents.

The public consultation on the pre-budget report for 2017 – 2020 will now begin and will run from November 4 to January 10. The responses will then be analysed and considered before budget-setting decisions are taken by a meeting of full council in February 2017.

Cheshire East is a high-performing council which delivers over 500 services every day to meet the needs of local people and businesses. Despite the fact that the council already delivers good services and provides value for money to its residents, it is still required to find £100m to balance the books over the next three years.

This is because Cheshire East, like most councils, is facing significant reductions in funding from central government whilst facing increasing demand from those who need support from our social care services.

These proposals support the council's broad aims to ensure that it continues to:

- Support all of its communities
- Ensure that Cheshire East has a strong and resilient economy
- Provide people the right level of skills and education to secure employment
- Protect and enhance the quality of the natural and built environment
- Ensuring local people live well and longer

In addition the council is committed to running a responsible, effective and efficient organisation so that as much of its resources as possible can be targeted to its front line services.

The council proposes to meet this financial challenge through a mix of tax increases and changing its service offer. The overall aim is to make the council financially self-sufficient – by reducing its reliance on central government revenue support grant from £40m in 2015/16 to nil by 2020.

It is proposed to increase Council Tax by 3.99 per cent to invest in vital frontline services. Half of this rise will go to adult social care. This follows last April's 3.75 per cent increase after five years of Council Tax freeze.

Councillor Peter Groves, cabinet member for finance and assets, said: "Cheshire East is a high-performing authority and a great place to live, work, do business and visit. Our residents enjoy good living standards and, when they need help from the Council, we are consistently recognised as providing excellent services.

"However, setting out our financial plans for the next three years is particularly challenging in the UK-wide context of big reductions in government grants to councils and rising demand for vital services such as social care.

He added: "The consultation document provides a strong set of initial proposals that balance the council's medium-term finances. It is also a real opportunity for interested parties to engage in the budget-setting process.

"Cheshire East puts its residents first. I value the opinions of local residents, businesses and organisations and I would encourage people to give their views via the consultation."

"New ideas that could help the council achieve its outcomes, are always welcome, so I would encourage people to respond to the consultation."

Cheshire East will now invite feedback from residents, businesses, councillors, staff, town and parish councils and other stakeholders to inform decisions. This consultation will be an ongoing process over the next three years.

ENDS

OFFICIAL

|            |                                                                                                                                                                                                                                                                                                                                                                        |                                                  |                                                             |                                 |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------|---------------------------------|
| 07/11/2016 | News bulletins re budget cuts and council tax increase                                                                                                                                                                                                                                                                                                                 | <a href="#">BBC Radio Stoke</a>                  | 108,000                                                     | Average monthly listeners       |
| 07/11/2016 | Cheshire East Council today publishes a report which outlines its draft proposals for how the council could deliver a balanced budget and direct its resources more effectively to meet the needs of its residents                                                                                                                                                     | <a href="#">Audlem Online</a>                    | 50,460                                                      | Average monthly unique visitors |
| 07/11/2016 | Nantwich families face a 3.99% rise in Council Tax as Cheshire East Council bids to find £100m savings. The announcement means many face significantly larger tax bills in 2017-18, and follows a 3.75% increase in April this year.                                                                                                                                   | <a href="#">Nantwich News</a>                    | 30,000                                                      | Average monthly unique visitors |
| 07/11/2016 | Cheshire East Council has published a report which outlines its draft proposals for how the council could deliver a balanced budget and direct its resources more effectively to meet the needs of its residents, given the need for £100 million worth of cuts.                                                                                                       | <a href="#">Cheshire Today</a>                   | unable to get this data                                     |                                 |
| 07/11/2016 | Cheshire East Council has published a report which outlines its draft proposals for how the council could deliver a balanced budget and direct its resources more effectively to meet the needs of its residents, given the need for £100 million worth of cuts.                                                                                                       | <a href="#">knutsfordguardian.co.uk</a>          | 17,712                                                      | Monthly readership (AIR)        |
| 07/11/2016 | Cheshire East Council has published a report which outlines its draft proposals for how the council could deliver a balanced budget and direct its resources more effectively to meet the needs of its residents, given the need for £100 million worth of cuts.                                                                                                       | <a href="#">crewechronicle.co.uk</a>             | 45,013                                                      | Monthly readership (AIR)        |
| 07/11/2016 | Cheshire East Council has published a report which outlines its draft proposals for how the council could deliver a balanced budget and direct its resources more effectively to meet the needs of its residents, given the need for £100 million worth of cuts.                                                                                                       | <a href="#">middlewichguardian.co.uk</a>         | 10,473                                                      | Monthly readership (AIR)        |
| 07/11/2016 | Outsourcing adult social care, the closure of a household recycling centre and 3.99 per cent council tax hikes are being proposed to help a council save £94 million over the next three years. Cheshire East Council has launched a consultation on its pre-budget report as it looks to deal with further government funding cuts and increased demand for services. | <a href="#">Sentinel</a>                         | 17,867                                                      | Monthly readership (AIR)        |
| 09/11/2016 | Page 6 – Bid to balance books sees council tax hike                                                                                                                                                                                                                                                                                                                    | <a href="#">Macclesfield Express</a>             | 24,844                                                      | Monthly readership (AIR)        |
| 09/11/2016 | Page 6 – Tax hike of almost 4% expected from 2017                                                                                                                                                                                                                                                                                                                      | <a href="#">Crewe Chronicle</a>                  | 30,489                                                      | Monthly readership (AIR)        |
| 09/11/2016 | Page 6 – Tax hike of almost 4% expected from 2017                                                                                                                                                                                                                                                                                                                      | <a href="#">Nantwich Chronicle</a>               |                                                             |                                 |
| 09/11/2016 | Page 7 – Council tax set to rise for the second year running                                                                                                                                                                                                                                                                                                           | <a href="#">Knutsford Guardian</a>               |                                                             |                                 |
| 09/11/2016 | Page 7 – Council tax set to rise for the second year running                                                                                                                                                                                                                                                                                                           | <a href="#">Winsford and Middlewich Guardian</a> | 4,028                                                       | Monthly readership (AIR)        |
| 10/11/2016 | Page 1 – Residents facing council tax hike and services cut                                                                                                                                                                                                                                                                                                            | <a href="#">Congleton Chronicle</a>              | 23,987                                                      | Monthly readership (AIR)        |
| 10/11/2016 | Page 1 – Residents facing council tax hike and services cut                                                                                                                                                                                                                                                                                                            | <a href="#">Alsager Chronicle</a>                |                                                             |                                 |
| 10/11/2016 | Page 1 – Residents facing council tax hike and services cut                                                                                                                                                                                                                                                                                                            | <a href="#">Sandbach Chronicle</a>               |                                                             |                                 |
| 10/11/2016 | Council tax is set to rise by nearly four per cent as Cheshire East seeks to balance its books.                                                                                                                                                                                                                                                                        | <a href="#">macclesfield-express.co.uk</a>       | 48,757                                                      | Average monthly unique visitors |
| 05/01/2017 | Page 2 – Time to make up your mind on cost cutting plans                                                                                                                                                                                                                                                                                                               | <a href="#">Knutsford Guardian</a>               | 9,345                                                       | Average monthly unique visitors |
| 05/01/2017 | Page 26 – Public budget survey to close next week                                                                                                                                                                                                                                                                                                                      | <a href="#">Winsford and Middlewich Guardian</a> | Monthly readership (AIR)<br>4,028 figure includes Northwich |                                 |
| 05/01/2017 | Council budget consultation set to close next week with residents invited to contribute                                                                                                                                                                                                                                                                                | <a href="#">middlewichguardian.co.uk</a>         | 10,473                                                      | Av monthly unique visitors      |

OFFICIAL