

# A summary of responses to Cheshire East Council's Corporate Plan Engagement

**Cheshire East Council**  
Corporate Plan 2021-2025



Open Fair Green



## Our Vision An open, fairer, greener Cheshire East

**Open**

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

**Fair**

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

**Green**

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

### Our Priorities

**An open and enabling organisation**

- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation

**A council which empowers and cares about people**

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life

**A thriving and sustainable place**

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment

- Look at opportunities to bring more income into the borough
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote and develop the services of the council through regular communication and engagement with all residents
- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025

### Our Values

We are flexible

We innovate

We take responsibility

We deliver the service that customers need

We use effective teamwork

# Executive summary

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## Overall feedback

### The Corporate Plan was well received

Overall, the Corporate Plan was well received by survey respondents:

- 71% of respondents felt the plan is good.
- 79% of respondents felt the vision is a good one for Cheshire East.

Much positive feedback about the newly drafted Corporate Plan was received, and this included that the vision, priorities and design are effective, ambitious and clear.

### The plan has higher ratings from Councillors and employees than residents

Councillors (92%) and council employees (89%) were more likely to agree the Corporate Plan was good as compared to residents (66%).

Some negative feedback about the plan was received, mostly on social media – feedback here included that the engagement is a “box ticking exercise” and that council priorities do not seem to “match (those) of the electorate”.

### What is the purpose of the plan?

There was feedback about the purpose of the plan:

- On the one hand, some felt such a plan is vital, as it shows the public where the council is heading and can be used to hold the council to account.
- On the other hand, others felt that such strategies tend to sit on the shelf, do not dictate the actions people take, and can become “wish lists”.

It was felt the council would not be able to achieve the aims on its own, that the plan should be co-produced and delivered through democracy and partnership.

### Is the plan deliverable?

Whilst respondents rated the plan very highly, a lower proportion (41%) felt the plan is deliverable. Some felt the plan is too ambitious, particularly at a time of covid-19, and felt it needs more detail. To ensure deliverability respondents felt it needs:

- An officer to take overall accountability for the delivery of the plan.
- SMART performance indicators adding to it.
- Employees to take individual ownership of indicators.
- Public progress reporting of these indicators.
- To be continually updated and improved based on feedback.

- To be properly funded.

## **Feedback on the priorities**

Throughout the feedback respondents made many comments and suggestions about how the plan could be improved – this is summarised in detail throughout this report.

### **Items missing from the plan**

Respondents listed items which they felt were missing from the plan, including:

- Their team or role – Some staff struggled to see how the plan applied to their work, which caused some nervousness.
- Covid-19 – Some felt the plan needed more detail about how the council will deal with the ongoing pandemic.
- Financial detail – How will the plan be funded, what does the financial situation of the council look like.
- A glossary to explain terms such as Tartan rug, Corporate Parents and Carbon Neutral.
- Reference to some important services such as street cleaning.

### **Feedback on the Open priorities**

There was concern the council might struggle to be “Open”, as the council traditionally has not been open on some issues e.g. planning. Others felt the council does not always engage in 2-way conversations. It may be that culture change within the organisation would be required to deliver this aim.

The priority “maximise commercial opportunities for the council” was lowest rated of all the priorities in this aim (67%) – respondents felt it did not belong within this aim, and were concerned about what it meant e.g. would Council Tax be going up?

### **Feedback on the Fair priorities**

Some felt this aim focuses solely on children, with there being limited mention of Adult Social Care. Respondents felt some types of vulnerable resident needed more emphasis in the plan, with the biggest omission being victims of domestic abuse.

Some disliked the phrase “Corporate Parents” or were unsure what it meant.

### **Feedback on the Green priorities**

Respondents echoed the importance of the “green agenda” and reiterated that they felt cultural change within the organisation would be needed to deliver it. They wondered how green values will be embedded within the organisation when the focus has been on saving money.

Comments were also made on the key issues of development (a key topic for residents across all council consultations), town cleanliness, policing and transport.

The priority “to be Carbon Neutral by 2025” was lowest rated of all the priorities in this aim (67%) – some respondents felt this was overly ambitious and were unsure what it meant.

## **Engagement success**

For the first time the council created an Engagement Hub to promote this consultation, to make it more engaging and increase the number of responses received – this was a new way of consulting for the council.

The engagement received 627 responses in total, and had 482 video views, which is a very good level of response for this type of high-level strategy consultation. Respondents enjoyed engaging through the various mediums made available, and this ensured a wide ranging and rich response to the engagement.

## **Conclusions**

### **The Corporate Plan was well received**

This was a very successful engagement for 2 reasons:

- 1) Respondents rated the draft Corporate Plan very highly, which is extremely positive. There was much positive feedback for the first draft of the Corporate Plan, which can only stand the council in good stead for the future.
- 2) Large numbers of people got involved in the engagement and interacted in a wide variety of ways – the newly designed Engagement Hub was well received, which also stands the council in good stead for the future.

### **The purpose of the plan**

There was debate about the purpose of the plan – will it be used to drive the future direction of the council and hold it to account through continuous improvement, or will it “sit on the shelf” and be used as a reference point.

Either way, the council can be confident that this current draft of the Corporate Plan sets the council in good stead.

### **Delivering the plan**

If the council wants the plan to drive the future direction of the council, and to use it to hold the council to account through continuous improvement, significant time and resource will need to be invested in it to ensure it is successfully delivered.

To ensure it is successfully delivered the council will as a minimum need to:

- Continuously engage on the plan with staff and Councillors, most likely through 1-2-1 discussions.
- Continuously engage on the plan with residents, to ensure the plan reflects their priorities and to ensure they understand the purpose of it.
- Add SMART performance indicators to it, with Council Officers taking individual responsibility for the delivery of these.
- Publicly report on these performance indicators so stakeholders can monitor progress.

### Updating the plan based on feedback

There are many performances measures that could be created from the feedback summarised within this report – very brief examples include:

<b>Aim</b>	<b>Comment</b>	<b>Possible performance measure</b>
Open	All council meetings should be open to the public.	% of all council meetings open to the public.
Fair	Social care services must listen more.	% of social care users that feel listened to.
Green	Stop “over developing”.	% satisfaction with development in CE.

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# Introduction

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## Purpose of the Engagement

Between October and December 2020 Cheshire East Council invited stakeholders to get involved in an engagement on the council's newly drafted Corporate Plan for 2020 to 2024.

The newly drafted Corporate Plan is intended to act as the council's overarching strategy document, to set out the council's vision, aims and priorities for the next few years.

Feedback was sought on the plan, which would then be used to refine and edit the plan where necessary, before it could be formally adopted in 2021.

## Engagement methodology

For the first time the council created an "Engagement Hub" on the council website to help promote this engagement.

The "Engagement Hub" incorporated [a short video from the council Leader, Deputy Leader, and Chief Executive to introduce the engagement](#).

It also gave respondents several different ways of feeding back on the engagement, including through a survey, a storyboard, email, social media, or through a comments board on the Engagement Hub itself.

The engagement was also widely promoted, most notably through:

- A number of online "Conversation With" events which stakeholders could join.
- [The council's Digital Influence Panel](#).
- [Media releases](#).

## Number of responses

In total, there were 627 engagement responses, and 482 engagement video views. Responses included:

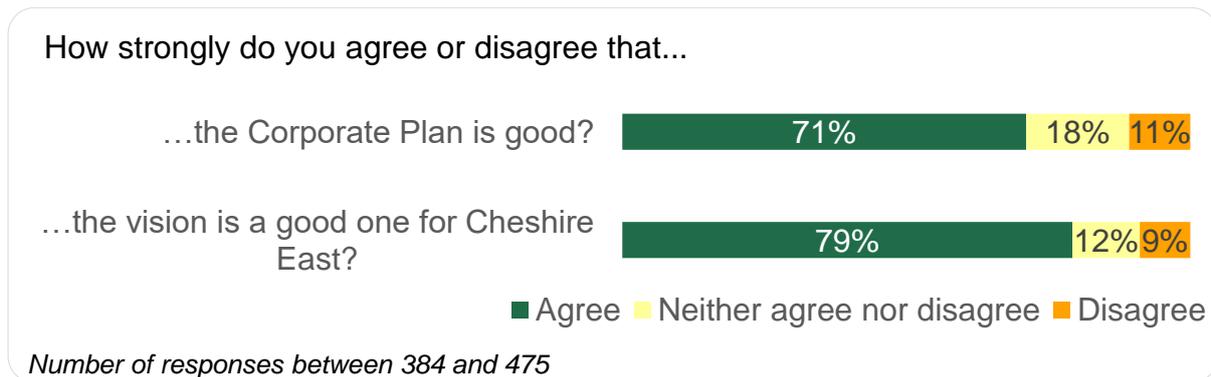
- 440 survey completions.
- 61 storyboard completions.
- 83 "Conversation With" event attendees.
- 32 direct emails or letters.
- 11 Engagement Hub comments.

# Overall views on the Corporate Plan

## The Corporate Plan was well received

Overall, the Corporate Plan was very well received by survey respondents:

- 71% of respondents felt the plan is good, and 11% disagreed
- 79% of respondents felt the vision is a good one for Cheshire East, and 9% disagreed.

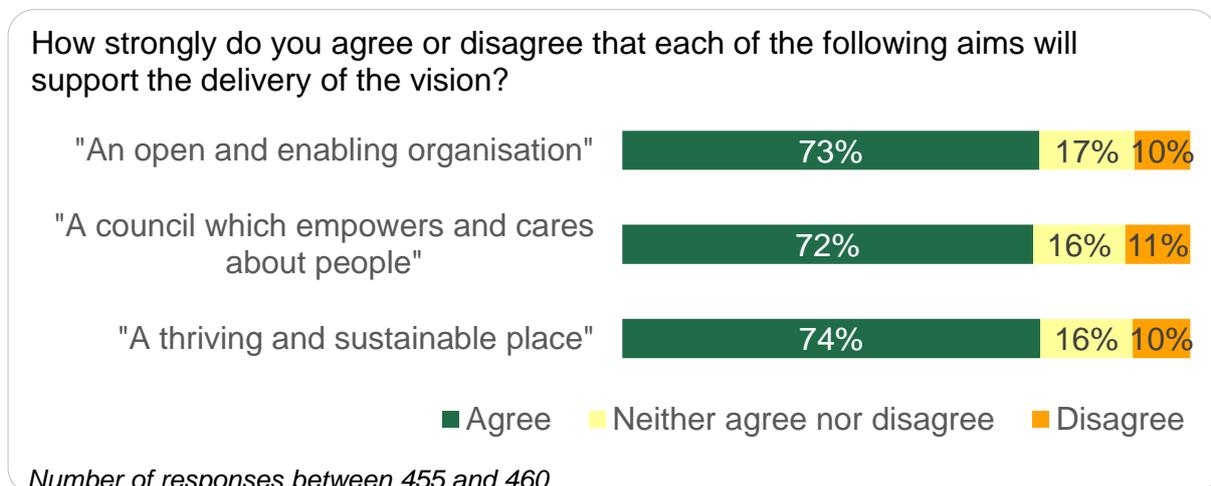


Positive feedback on the Corporate Plan included that the:

- Vision and priorities are good – positive, simple, effective, ambitious and lively.
- Design is good – clear, well presented, articulate, simple, visual, with good colours.
- 3 priorities are fair and well summarised.
- Plan fits in well with the national agenda, and with schools agendas.

## Support for the aims too

High proportions of respondents (between 69% and 71%) also felt each of the aims will support the vision.



## Councillors and employees rate the plan higher than residents

Councillors (92%) and council employees (89%) were significantly more likely to agree the Corporate Plan was good as compared to residents (66%). They were also more likely to rate the vision as a good one for Cheshire East.

How strongly do you agree or disagree that the... (% selecting agree)			
	Local residents	CEC employees	Elected Members / Councillors
...Corporate Plan is good?	66%	89%	92%
...vision is a good one for Cheshire East?	78%	92%	85%
<i>Number of responses between:</i>	287 - 292	71 - 72	12 - 13

## General points made about the plan

Some felt **Covid-19** must be dealt with before the plan can be delivered, suggesting it may take years to get over the pandemic. They wondered with the current uncertainty whether it is feasible to deliver a long-term plan such as this.

There was also some feedback about **the purpose of the plan**, mainly among Councillors. On the one hand, some felt such a plan is vital, as it shows the public where the council is heading and can be used to hold the council to account. On the other hand, others felt that strategies such as these tend to sit on the shelf and not get used, that they rarely dictate the actions people take, and can become “wish lists”.

Some stressed that **co-production** will be needed to ensure the plan is delivered. They stressed the council cannot achieve these aims on its own, that it should be co-produced and delivered through democracy and partnership. They felt this was especially true of the "**green agenda**" – that this is an issue that needs to be front and centre of council plans, and that it can also be delivered through co-production with communities. They felt successful engagement would be key to achieving this.

Some felt the **writing style** of the plan could be improved, and that re-writing it would give a better sense of cohesion. Some felt the bullet points in the plan are written in different styles, some start with action words, others don't, and that it feels like they are written by different people.

(See the appendices for more detail).

## Some negative feedback on the plan

There was some negative feedback on the plan, mostly on social media (Twitter and Facebook).

Negative feedback here included:

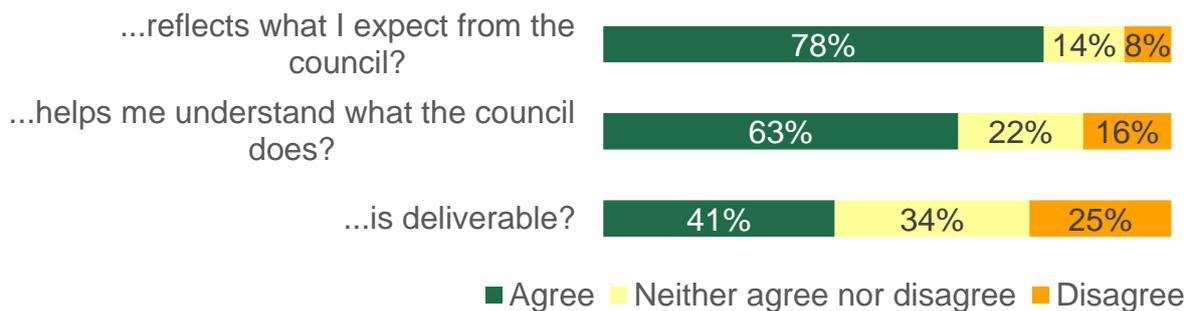
- “This is nothing more than a token PC box ticking exercise. Regardless of what honest living folks say, you’re just going to do what you want anyway.”
- “Your priorities never seem to match (those) of the electorate!”
- “Just empty the bins and fill the potholes.”

## Delivering the plan

### Is the plan deliverable?

Whilst 78% of respondents felt the plan reflects what they expect from the council, and 63% said it helps them understand what the council does, a lower proportion, 41% felt the plan is deliverable.

How strongly do you agree or disagree that the Corporate Plan...



Number of responses between 385 and 388

### Councillors and employees again rate the plan better than residents

Councillors (100%) and council employees (90%) were more likely to say the plan reflects what they expect from the council compared to residents (75%).

Councillors (92%) and council employees (78%) were also more likely to say the plan helps them understand what the council does compared to residents (58%).

It was council employees (60%) who were most likely to think the plan is deliverable.

How strongly do you agree or disagree that the Corporate Plan...  
(% selecting agree)

	Local residents	CEC employees	Elected Members / Councillors
...reflects what I expect from the council?	75%	90%	100%
...helps me understand what the council does?	58%	78%	92%
...is deliverable?	36%	60%	42%
Number of responses between:	287 - 292	71 - 72	12 - 13

## Points made about delivering the plan

A number of general points were made about delivering the plan, and these are listed below. See the appendices for more detail.

Some were concerned the plan is **too ambitious**, setting a very high bar by promising to deliver so many services, and therefore setting the council up for a fall if it failed to achieve all the priorities. There is felt to be a tension between the level of ambition, and the resource / time the council has to deliver it. Some pointed out that some measures of success are out of the council's control.

Some felt the plan **lacked enough detail** to be deliverable, that some of the outcomes are not described very well or are vague, and the way it is written could be improved.

They felt more good quality and measurable **performance indicators** will be needed, to ensure the administration, and officers, are held to account. They felt the performance indicators must be **SMART** and include target dates, and that members of the public should be able to measure and verify them.

To ensure **accountability**, respondents wondered whether staff will take **ownership** of the actions and measures, and whether performance indicators should be assigned to individuals. It was felt that overall responsibility for delivering the plan should be assigned to one council officer.

Some felt there should be regular public **updates on progress** against the measurable targets to highlight what has been achieved so far.

Some felt a process of **continual improvement** and **feedback** is required, to ensure the plan remains up to date, and keeps improving. They felt this engagement exercise was a good starting point for this, but felt there needs to be much more follow-up, and felt the plan must change based on feedback received. Some felt it was difficult for staff to feed back on the Corporate Plan at the current time, given how busy all staff are at the moment, and given the length of the plan. They felt that ultimately conversations and 1-2-1 interactions with individual officers are better would be the best ways of feeding back on the plans and actions in future.

It was felt that a **lack of funding** would prevent the plan from being achieved, that there are too many cutbacks needed to be able to deliver it. They suggested that it all sounds too good to be true, and that it is "hot air" until delivered.

## Items missing from the plan

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Throughout the engagement feedback, stakeholders listed items they felt were missing from the plan – these are listed below. See more detail in the appendices.

Staff **don't see themselves, their team or their role in the plan**, or struggled to see how the plan applies to their work. This caused some staff nervousness and anxiety, as though they could see themselves in the previous plan, they were not sure they could in this one. They were worried that unless their work was explicitly referenced in the plan, it might be dropped, which creates uncertainty. Some felt their teams were vulnerable to “cuts”.

Some felt that more reference to the current pandemic, **Covid-19**, is needed within the plan, recovery from which may take 10 years. They wondered how the council will plan for the future and handle one of the biggest challenges since the second world war. Others questioned how life might be different post covid-19 e.g. would transport requirements be impacted by changes in lifestyle as a result of covid-19, with more people working from home.

Some felt the plan could be more **empowering** and could encourage more **individual responsibility**. They felt people must take responsibility for making the plan work, and it should not be a case of the council doing everything for them. They felt the language used in the document is perhaps not empowering e.g. “adults receive quality assessments”, and “are involved in...”.

Some requested more **financial detail** to be included in the plan, particularly around how the plan will be funded, what the financial impact of covid-19 will be, and about government funding and deficits. Others felt there was a lack of reference to any **economic and employment strategy**. They felt there is no vision on how additional jobs can be attracted or generated in the area, including no reference to C&WLEP Strategy or developing Local Industrial Strategy.

It was felt a **glossary** should be included, and that plain English is needed throughout the plan, and simple definitions of the following: Tartan rug, Service Centres, KM, Brighter Futures Transformation Programme, Corporate Parents, Active Travel, carbon neutral. Some felt some of this language is “internal” council language and wondered if it is appropriate for an external plan.

Others felt there needs to be more **celebration of our communities** in the plan, and celebration of community events and the work they are doing. They felt the plan doesn't celebrate all parts of the community.

Some felt there was a lack of reference to the **rural economy, farmers and rural villages**, they felt the urban economy appears to get most attention and money.

Respondents also listed a number of key services they felt were missing from the plan that required direct reference, including:

- Statutory duties – the day to day tasks.
- Support for local business.
- Reference to reducing the amount of development in the borough.
- Street cleaning.
- Verge maintenance.
- Litter picking, dog fouling.
- Town cleanliness.
- Increased police presence (please note this is not a council responsibility).
- Cultural change to deliver the green agenda.

Finally, respondents listed some general items that people felt were missing from the plan included:

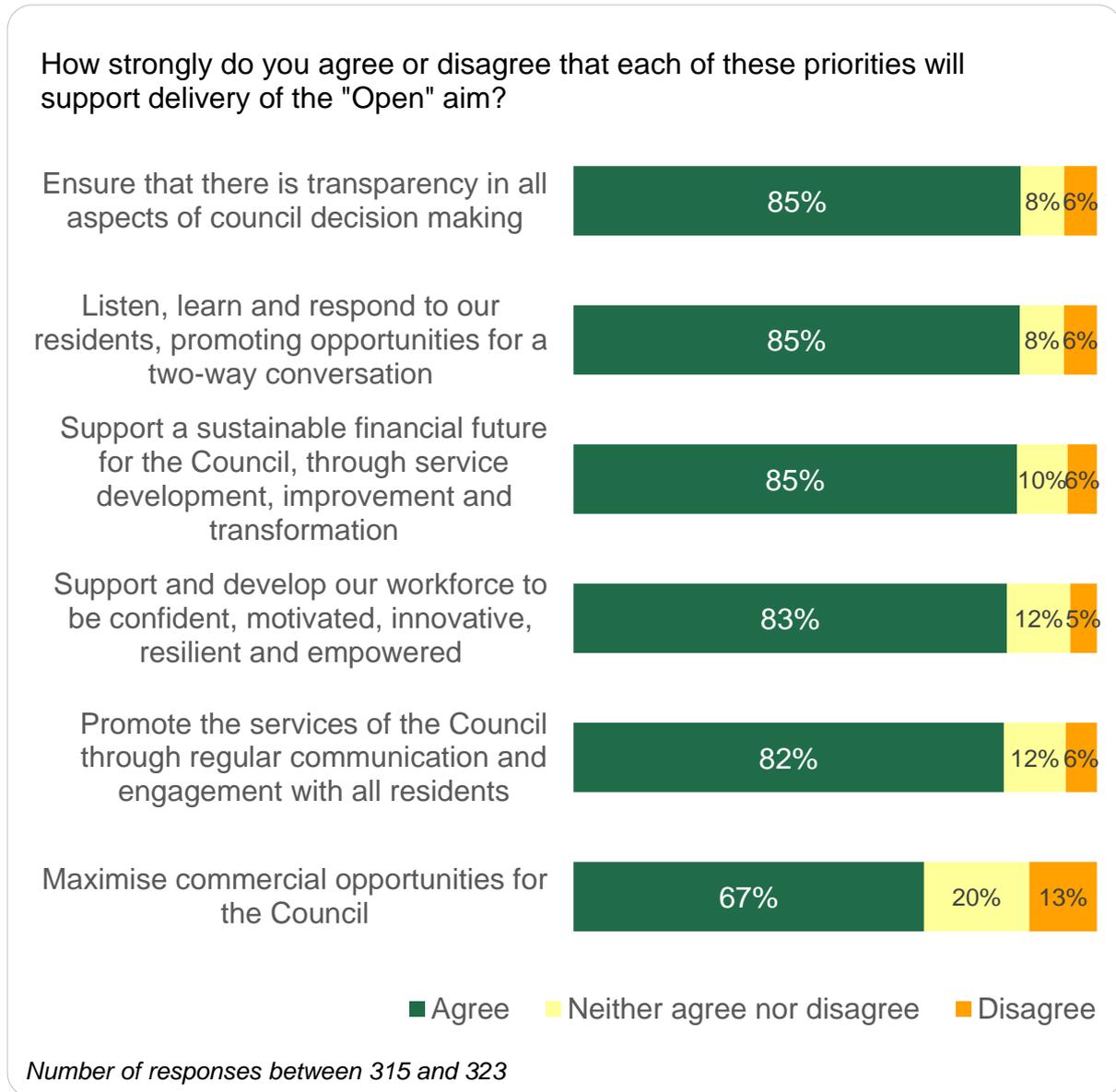
- A commitment to improved communication.
- A commitment to spend money wisely.
- Honesty.
- Trust.
- Pride.
- Community spirit.

## Feedback on the Open priorities

### Rating the Open priorities

Respondents generally agreed that most of the priorities under “Open” would support this aim, with 82%+ agreement .

The one exception was the priority “Maximise commercial opportunities for the council”, which had 67% agreement.



### General feedback on the Open aim

There was some concern expressed, particularly by Councillors and Officers, that the council will **struggle to achieve the aim of being Open**, because the council is not open on some issues, for example planning and legal ones.

Others felt the council is **not willing or able to have 2-way conversations** on some issues, and that it is sometimes difficult to get answers or a response from the council by email or telephone.

To achieve the aim of being open, it was suggested that a **culture change** would be required within the organisation, and that some departments, particularly the planning department, would need to start preparing now to be able to achieve the aim of being Open when the plan comes into effect.

There could be reputational damage to the council if it sets the aim of being Open, but then fails to be open on certain issues in future.

## **Feedback on Open priorities**

### **Ensure that there is transparency in all aspects of council decision making**

Respondents made suggestions as to how the council could be more open about the decision-making process. They suggested that:

- All council meetings should be open to the public, including digitally via Zoom.
- Members of the public should sit on scrutiny groups.

They also felt the way the council presents information needs improving:

- Publish supporting information on decisions that affect local residents.
- Information must be presented clearly, to ensure good decisions are made.
- Information about the council's work must be easier to find and understand.

They felt engagement needs improving:

- Stakeholders must be asked what they want before decisions are made – there is a feeling the council is cavalier in its approach.
- Strategy consultations must be made more engaging.

They felt council strategies need improving:

- Strategies are too long, they should be written on 2-sides of A4 maximum.
- Strategies must not be written in superfluous jargon.

### **Listen, learn and respond to our residents, promoting opportunities for a two-way conversation**

Respondents stressed the council must actually listen to what residents are saying, demonstrate it listens, takes note of public consultations, and act on feedback:

- The council does not listen to residents or local councillors – the roads are not swept, weeds are not treated, towns look shabby and uncared for, you allow development against the wishes of local residents.
- It's great to have the opportunity to contribute and be heard, but from experience nothing ever comes of any of it – people are consulted, and then the council does whatever it was going to do anyway.
- If there is no possibility of anything changing based on feedback, then do not consult in the first place.

Respondents felt the process of listening must be improved:

- Make it easier to provide feedback – Have multiple ways to engage with residents so that it is not only those who will fill out surveys who have a say.
- Listen to all residents, not just those that shout loudest or send the most emails.

Respondents felt the council must strive to understand what people want, that it must get out there and ask them face to face, and that surveys are limited.

Respondents also wanted to see an increase in co-production to involve communities in decision making, and to empower people to make key decisions.

They also wondered how the council will continue a conversation on the corporate plan:

- What will future engagement on the Corporate Plan look like?
- How will the council give residents ownership of the priorities and actions?
- How will co-production work?
- Will constant updates be provided to residents?

They also suggested improving how Councillors listen and communicate, by boosting the support to elected representatives in carrying out their democratic role in the communities they serve. Some felt Councillors do not reply to emails.

### **Support a sustainable financial future for the council, through service development, improvement and transformation**

Some felt that this priority didn't seem to fit within this aim.

Others felt the financial side of the council is over-complicated in a way that makes residents not understand or be interested, and that this could be improved by improving financial information provision.

Others had negative perceptions of council expenditure such as money being wasted on overpaid consultants, unnecessary restructures, unnecessary expenditure, privatisation, and more. They were not confident any of those things are likely to change so feel these are empty promises.

## **Maximise commercial opportunities for the council**

This was the lowest rated of all the priorities under the Open aim, and reasons for this may include respondents:

- Not being sure why this objective is included in the "Open" aim, they felt it should be moved elsewhere.
- Disliking the word "maximise", felt to have the wrong connotations. It was suggested it could better be expressed as "exploit commercial opportunities where appropriate to support sustainability of the council's finances".
- Being confused about what "maximise commercial opportunities" meant – does it mean the council will attempt to extract as much money from residents as possible? Does it mean Council Tax will go up? More fines? More and higher car park fees?

Others felt that any commercial activity must be transparent, and that:

- Commercial investment often ends in failure or become a drain in finances in future years e.g. Fairerpower.
- Commerciality shouldn't come at the expense of safeguarding requirements.
- Stop outsourcing, it's not cost effective, nor "morally" right.
- It is the council's responsibility to spend its precept in delivering stated services not maximise profit by setting up separate satellite companies with a profit motive.
- The "ASDV Review" would "set hairs running" too.
- Income generation by grants is important, and isn't mentioned within this priority.

## **Support and develop our workforce to be confident, motivated, innovative, resilient and empowered**

Respondents felt the council must support and develop the workforce, though this is difficult with an ever-decreasing workforce, with some staff feeling underpaid and overworked. They suggested:

- Listening to the workforce, asking them for ideas, and showing the council is listening.
- Supporting staff who make key decisions.
- Ensuring staff are familiar with the towns they make decisions about by having them visit them.
- Motivating staff.

## **Promote the services of the council through regular communication and engagement with all residents**

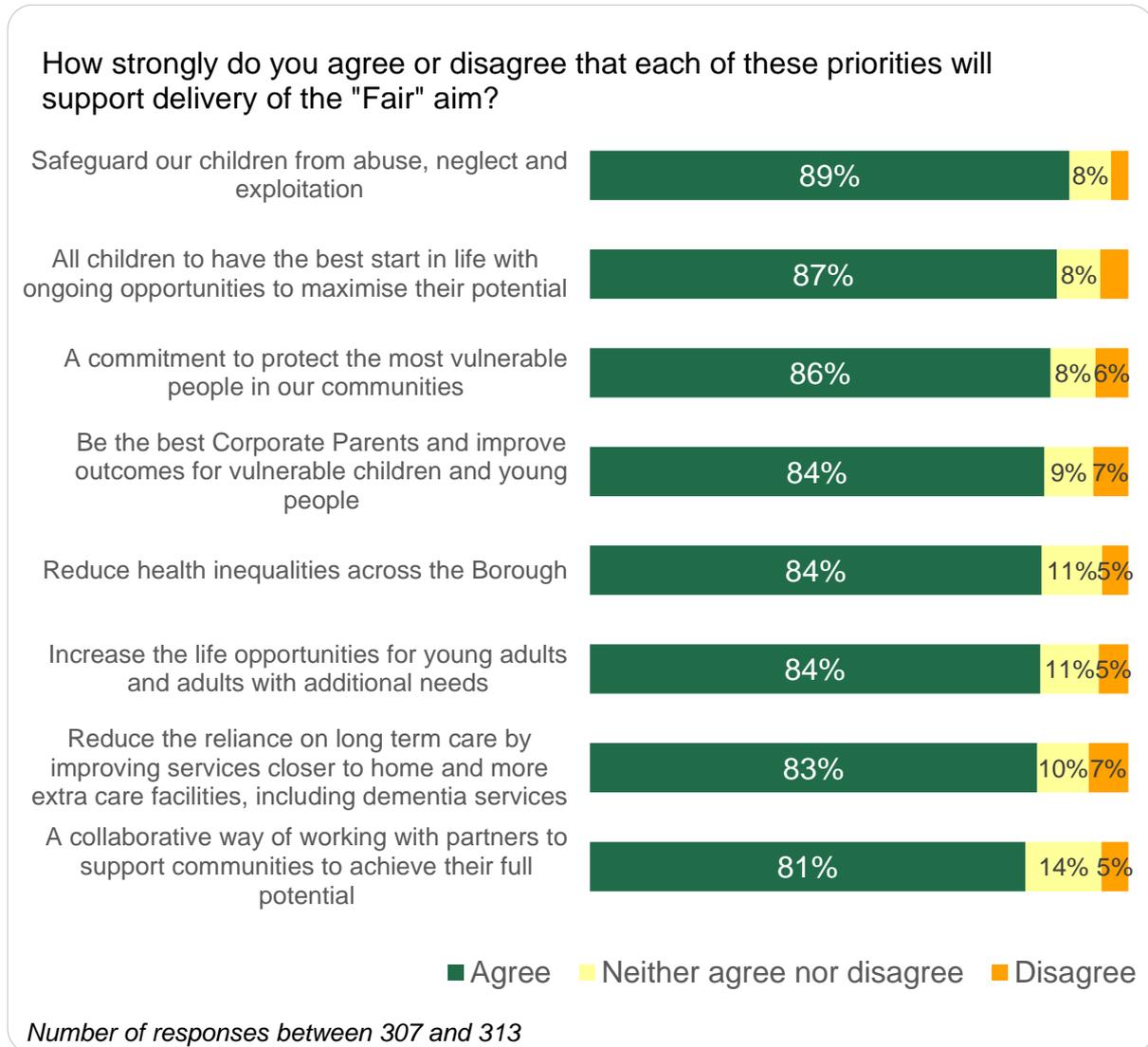
Respondents suggested the council communicate better with residents, communities, and town and parish councils. They felt communications must be kept simple and cost effective. They also suggested:

- Improving access to the council.
- Making it easier to report issues.
- Advertising key services better, such as dementia services, so people who need them find out about them.

## Feedback on the Fair priorities

### Rating the Fair priorities

Respondents generally agreed that most of the priorities under “Fair” would support this aim, with 81%+ agreement with each of them.



### General feedback on the Fair aim

The main complaint about this aim was respondents felt it focuses solely on children, with there being limited mention of Adult Social Care. They felt it gives the impression that up to age 18 the council really cares, 18-64 not so much, and over 65 it doesn't care at all.

They felt more emphasis on adults is needed given changing demographics, and an aging population. This may simply be achieved through wording changes to some of the priorities.

## **Feedback on Fair priorities**

### **Reduce the reliance on long term care by improving services closer to home and more extra care facilities, including dementia services**

Respondents felt more emphasis on adult social care, and care of older people, is needed within this heading – the perception is adults aren't focused on as much as children within this aim. Perhaps the word “adult” could be added to this priority.

Some felt care services had been reduced too far:

- Care has been reduced except for the very, very vulnerable, but care in the community should be just that, with all needs met.
- The council and government have fine words and plans, but in reality care is lacking or not there.

Others felt the social care process could be improved:

- Social care services must listen more.
- Long term care, and special needs care, must be provided on a case by case basis.
- Programmes need to be able to respond to the needs of each individual to maximise their potential.

There was opposition to care work being run by external companies:

- Don't privatise this industry – the council should run more full-time care facilities not less.
- Don't "farm out" care into the community, this places too much reliance on the family to provide the care, assisted by care packages which are provided by companies only interested in making a profit.
- Profit always comes before the care, and although this all seems wonderful, in the real world it doesn't work.

Other comments included:

- Home carers need more support, including for illnesses that are not severe. Value people who provide adult social care by offering incentives and support.
- Create communities where older people feel worthwhile and can offer their experience and skills.

### **Safeguard our children from abuse, neglect and exploitation**

Respondents suggested the title of this priority could be changed to include adults. Suggested alternatives included:

- "Safeguard people of all ages from abuse, neglect and exploitation".
- "Cheshire East seeks to protect adults at risk to live in safety, free from abuse and neglect".

### **A commitment to protect the most vulnerable people in our communities**

Some felt the word "vulnerable" is offensive to some, and that vulnerability may be perceived as contextual rather than innate.

Respondents listed the types of vulnerable people who they felt should be referenced in the plan, but who are currently not, including those:

- Affected by **domestic abuse**. Respondents felt this is a major issue for many adults and children in Cheshire East, and so should be highlighted as a key priority moving forward. There was a lot of comments made about this issue, and it was a concern this isn't mentioned. Raising awareness and providing interventions and support for everyone affected by domestic abuse should be at the top of the agenda for safeguarding, social care and community safety.
- That are **unemployed, homeless** or without access to **affordable housing**.
- With **autism, dementia, or cancer**.
- With **mental health** problems.
- With **drug / alcohol addictions**.
- In the **SEND** or **fostering** system, or having **child pregnancies**.
- That are **non-academic**, who need further education to help them thrive.

### **All children to have the best start in life with ongoing opportunities to maximise their potential**

Respondents felt children are the future and must be nurtured. They felt the key to achieving this aim was good education, while others felt that children having the best start depends on parents getting the support they need.

A number of comments were made specifically about SEND services. Some felt the SEND department has been a "disaster" due to many staff changes and policy changes, but with little improvement seen on the ground. Others felt the SEND team response time is very slow.

Other comments about SEND services included that:

- More assistants are needed in schools to help children very early with ASD, ADHD, Dyslexia identification and support. If more support was given by schools, then there would be less family crises.
- Schools cannot provide support for SEN issues as they do not have the resource.

- Some schools and academies ignore SEN and vulnerable children – they do not identify issues quickly enough, meaning children get referred to SENCO far too late.

Other suggestions included that the council should:

- Providing more, specific, special schools. It was felt the council has significantly reduced the number of special schools compared to other councils.
- Prioritising youth and employment.

### **Increase the life opportunities for young adults and adults with additional needs**

There were few comments about this priority.

- The detail about life opportunities needs expanding to include working age adults so more people of all ages can be aspirational and have good lives.
- Good apprenticeships are vital, people leave university with limited prospects.

### **Be the best Corporate Parents and improve outcomes for vulnerable children and young people**

Some disliked the phrase “Corporate Parents” immensely, as they felt it sounded “awful”, or were unsure what it meant – they felt it was an example of “corporate jargon” (similar criticism was also received in the Budget Engagement 2021 - 2025).

### **A collaborative way of working with partners to support communities to achieve their full potential**

Respondents felt the council must:

- Be transparent about who it works with.
- Be clear about how it will communicate and involve partners and voluntary organisations.
- Ensure partners are made accountable.
- Give more support for non-profit and voluntary organisations.

Others felt the council should empower communities to support each other and build community integration to enable support for all.

One person felt that this priority “means nothing”.

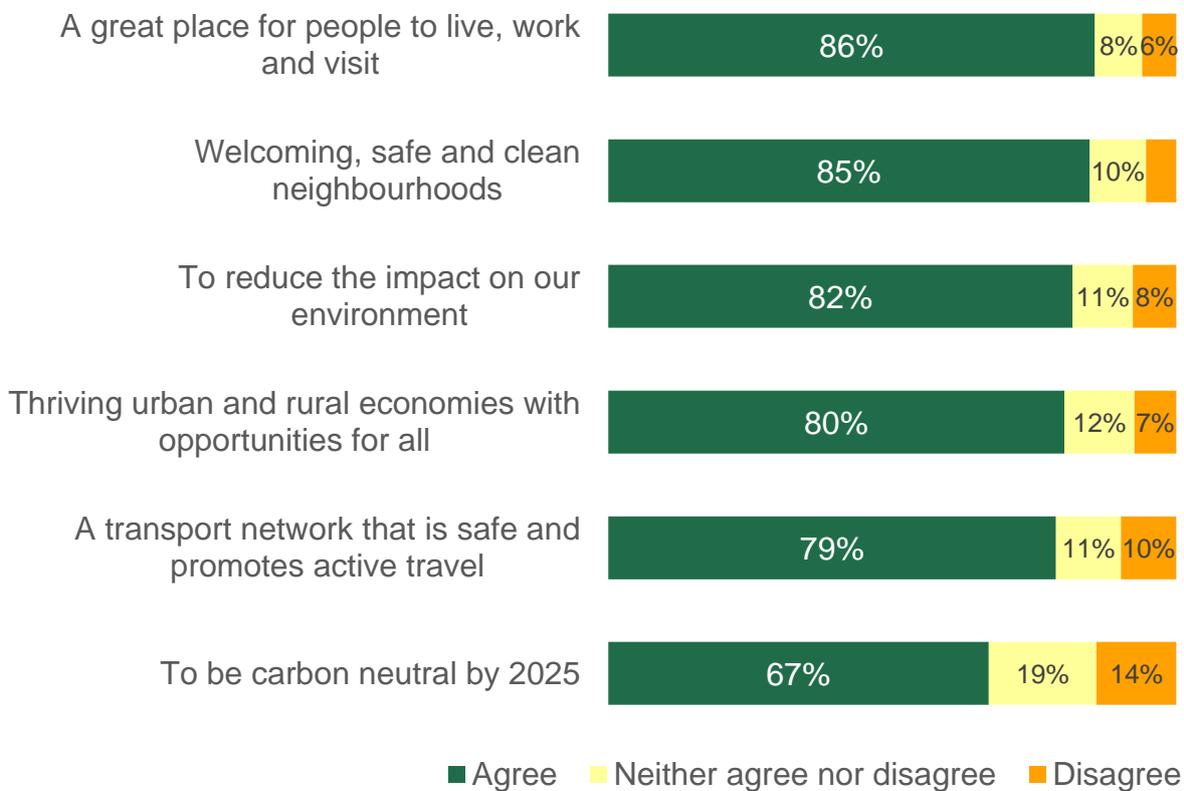
## Feedback on the Green priorities

### Rating the Green priorities

Respondents generally agreed that most of the priorities under “Green” would support this aim, with 79%+ agreement with each of them.

The one exception was the priority “To be Carbon Neutral by 2025”, which had 67% agreement.

How strongly do you agree or disagree that each of these priorities will support delivery of the "Green" aim?



*Number of responses between 298 and 302*

### General feedback on the Green aim

Respondents echoed the importance of the “green agenda” and reiterated that they felt cultural change within the organisation would be needed to deliver it. They wondered how green values will be embedded within the organisation when the focus has been on saving money, and suggested people will need permission to be green, in order to achieve this vision.

Others felt the green agenda discriminates against the disabled, as they can't use public transport, cycle lanes or footpaths. They also suggested that cycle lanes have been introduced at the expense of disabled parking spaces in some areas.

## Feedback on Green priorities

### A great place for people to live, work and visit

Some suggested this was a vague priority, and that more detail is needed. Others suggested that “live, work and visit” should each be dealt with separately.

Many comments on this priority were concerned about **development** in the borough – the strength of feeling on this topic with residents cannot be exaggerated, this is an issue which comes up time and again in all consultations conducted by the council.

Some felt there is a disregard for due process within planning, and that the council must listen to residents on this issue. They also felt housebuilders must do more as they make huge profits.

Residents are unhappy with the current approach to planning and development in Cheshire East. Comments included that the council must:

- Stop “over developing”.
- Stop blending villages into urban areas (e.g. in Crewe).
- Stop building on greenbelt land and build on brownfield sites instead as a priority. They felt too much land has already been lost to housing.
- Plan development better, they felt the council keeps building new houses, without providing the supporting infrastructure like schools, GP surgeries, dentists, roads, prisons, green spaces, public transport etc.
- Build new housing to high environmental / green standards.

Others felt that reference to providing green spaces for residents is missing from the plan, and that greater access to green spaces is needed, including increased access to parks for children.

### Welcoming, safe and clean neighbourhoods

Respondents felt general **town cleanliness** – Street cleaning, litter picking, dog-fouling and verge maintenance – were services missing from the plan and should be directly referenced within it. They stressed general cleanliness is a high priority for residents, and felt that some places look shabby, and how places look has a big impact on how residents feel about their local area.

Respondents felt more emphasis on increased **police** resource was needed in the plan, as they felt more are needed to ensure safety, and to reduce the crime rate.

Some felt drug dealing and using in public is a problem in some areas, and some do not feel safe in others.

Others felt specific air pollution reduction targets were needed in the plan, and that the council must ensure reported data is accurate.

### **To reduce the impact on our environment**

One respondent wondered whether this priority should be combined with the priority "to be carbon neutral by 2025".

Other comments for this priority included:

- Waste and recycling is an important issue which needs improving.
- There is a lack of understanding around biodiversity.

### **A transport network that is safe and promotes active travel**

Some commented on the use of the phrase "active travel" in the title of this priority, with some unsure what that was.

Others felt the promotion of **active travel** needs to be tempered with the reality that Cheshire East is a largely rural area, with a large proportion of people reliant on personal motor transport as a necessity. They felt no form of public transport could be comprehensive enough to replace this, and that bicycles are not practical solutions, except in very limited cases, and when it isn't raining! They also wondered how transport requirements be impacted by changes as a result of covid-19, with more people working from home etc.

On the other hand, others felt that an **integrated public transport system** is needed to reduce reliance on cars, as people are forced to use cars. They felt public transport needs to be affordable, frequent, reliable, with more routes provided, and that few people use public transport currently. They also felt the transport system should be subsidised, and not run by companies only interested in making a profit. Some suggested that the public transport system in Greater Manchester is much better.

Specifically, some felt better **bus services** are needed, as the current service provision is impractical to use for daily journeys e.g. a 20 minute journey by car can take 2+ hours by public transport.

Others felt greater **walking and cycling provision** is needed in the borough, that more, safer routes are needed to encourage people to walk and cycle more. Some felt more thought needed to go into the detail of this priority within the plan to ensure its success.

Others felt better **traffic planning** is needed to reduce traffic and avoid congestion. They wanted traffic calming schemes in place, and a reduction in the speed of vehicles, and in the number of HGVs / lorries.

Others felt improving the **electric vehicle** infrastructure is vital to enable more people to buy them, and that we must stop “demonising” cars as they are getting much greener now, and older / disabled people are reliant on cars and cannot walk/cycle.

Others felt **electric cars** are not "green" or sustainable – a battery does not last forever, comes from a lithium mine which is not "green" at all, and is then shipped/flown around the world to the UK.

Final comments included:

- It is important to get the car parking strategy right, that charging for it will harm town centres, and that charges must be lowered to encourage town centre use.
- Road surfaces need improving as they are poor.

### **Thriving urban and rural economies with opportunities for all**

Respondents here simply stated that town centres need improving, especially the deprived areas.

Some felt Crewe Town Centre is like a demolition site which has been neglected for years and are fed up with empty promises of regeneration which never happens. They complained there are few shops, little parking, gangs roving the streets, little greenery, poor roads, poor pavements, cars parked illegally, and “slum” houses.

Others wanted to ensure smaller towns such as Sandbach are not neglected at the expense of larger ones like Macclesfield and Crewe.

### **To be carbon neutral by 2025**

Some asked what carbon neutral is, and what it meant for the council to achieve this aim. Others were concerned this is a very ambitious aim, and wondered if it is achievable in 5 years, and felt it was simply impossible. However, this may be because respondents are not completely aware of what needs to be achieved for the council to become carbon neutral – some respondents thought it meant the whole borough and everything in it must be carbon neutral by 2025.

Others felt it is laudable the council wants to reduce our environmental impacts but felt “we need to live in a real world”. They felt massive changes in carbon emissions will require huge central government commitment and money, that it felt like a futile effort in the global environmental emergency fight, and that much larger countries need to do far, far more.

Others asked what the financial benefits of this aim are, especially in times of financial hardship post covid-19.

It was suggested that a practical plan to reduce global warming is needed, including more clarity about how this will be achieved.

# Conclusions

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## Conclusions

### **The Corporate Plan was well received**

This was a very successful engagement for 2 reasons:

- 3) Respondents rated the draft Corporate Plan very highly, which is extremely positive. There was much positive feedback for the first draft of the Corporate Plan, which can only stand the council in good stead for the future.
- 4) Large numbers of people got involved in the engagement and interacted in a wide variety of ways – the newly designed Engagement Hub was well received, which also stands the council in good stead for the future.

### **The purpose of the plan**

There was debate about the purpose of the plan – will it be used to drive the future direction of the council and hold it to account through continuous improvement, or will it “sit on the shelf” and be used as a reference point.

Either way, the council can be confident that this current draft of the Corporate Plan sets the council in good stead.

### **Delivering the plan**

If the council wants the plan to drive the future direction of the council, and to use it to hold the council to account through continuous improvement, significant time and resource will need to be invested in it to ensure it is successfully delivered.

To ensure it is successfully delivered the council will as a minimum need to:

- Continuously engage on the plan with staff and Councillors, most likely through 1-2-1 discussions.
- Continuously engage on the plan with residents, to ensure the plan reflects their priorities and to ensure they understand the purpose of it.
- Add SMART performance indicators to it, with Council Officers taking individual responsibility for the delivery of these.
- Publicly report on these performance indicators so stakeholders can monitor progress.

### **Updating the plan based on feedback**

There are many performances measures that could be created from the feedback summarised within this report – very brief examples include:

Aim	Comment	Possible performance measure
Open	All council meetings should be open to the public.	% of all council meetings open to the public.
Fair	Social care services must listen more.	% of social care users that feel listened to.
Green	Stop “over developing”.	% satisfaction with development in CE.

## Appendix 1 – “Conversation with” event feedback

The following appendix summarises feedback received during 5 “Conversation With” events, which were run during the engagement.

All “Conversation With” events followed a similar format, with the event lead running through a presentation covering the newly drafted Corporate Plan, before opening the floor to discussion.

Events leads were:

- Lorraine O’Donnell, Chief Executive
- Jane Burns, Executive Director of Corporate Services
- Frank Jordan, Executive Director of Place
- Natalie Robinson, Head of Business Change
- Kathryn Bradley, Equality, Diversity and Inclusion Officer

Event attendees	No.	Date	Event lead
Council staff	12	16/10/2020	Jane Burns
Council staff	11	26/10/2020	Lorraine O’Donnell / Jane Burns
Council Members	18	26/10/2020	Jane Burns
Council staff	11	09/11/2020	Frank Jordan
Equality & Diversity Group	21	10/11/2020	Natalie Robinson / Kathryn Bradley

Feedback has been summarised and grouped into categories. The identities of event attendees have been kept anonymous.

Firstly, there were a number of general views expressed during the events.

General views on the Corporate Plan	31
Positive feedback on the Corporate Plan included: <ul style="list-style-type: none"> <li>• Vision and priorities are good – positive, simple, effective, ambitious and lively.</li> <li>• Design is good – clear, well presented, articulate, simple, visual, with good colours.</li> <li>• The 3 priorities are fair and well summarised.</li> <li>• The plan fits in well with the national agenda, and with the schools agendas.</li> </ul>	17
There was some discussion regarding the relative merits of Corporate Plans, mostly among Councillors. On the one hand, some felt such plans are vitally important – the most important document the council produces, as they set out the direction of travel and the political direction, and show the public where the council is heading. They’re important documents for holding the administration and officers to account. On the other hand, others felt that strategies such as these tend to sit on the shelf and not get used, that they rarely dictate the actions people take, and too often they become a “wish list”.	6
With so much uncertainty around at the moment, it’s difficult to create long term plans knowing we can stick to them e.g. the Chancellors Winter Plan didn’t survive until Halloween!	2

The vision feels fairly short term – only setting out ambition for the next 4 years, how can the council ensure long term planning?	2
Staff are the council’s greatest resource, and it feels like they are well looked after.	2
It is good the plan reflects political manifestos from 2018.	1
The plan must remain politically neutral and cannot put staff in a difficult position.	1
<b>Deliverability</b>	<b>56</b>
Too ambitious – Some were concerned the plan is too ambitious, setting a very high bar by promising to deliver so many services, and therefore setting the council up for a fall if it failed to achieve all the priorities, particularly at the current time of uncertainty. Some wondered whether the council should be more cautious, while others wondered what will be prioritised if there are too many priorities to deliver. There is felt to be a tension between the level of ambition, and the resource / time we have to deliver that. Some pointed out too that some measures of success are out of our control.	13
Lacks detail – After the aims, the plan “almost runs out of steam”. Some felt the plan lacked enough detail to be deliverable, that it becomes “watered down”, that the outcomes are not described very well, some of the language is a bit vague, and the way it is written could be improved. Some felt that Corporate Plans tend to be statements about how wonderful everything will be, which then turn out not to be true.	9
Performance Indicators – Good quality performance indicators will be needed to ensure the Corporate Plan is successfully delivered, and to ensure the administration, and officers, are held to account. The plan currently doesn’t seem to include enough Performance Indicators, and any that are included must be good quality to ensure it is delivered – they should be SMART and include target dates. Some wondered how staff will take ownership of the actions and measures, and whether Performance Indicators should be assigned to individuals. Once created Performance Indicators can then be reported back on in Committees. Clarity was sought on who should propose the indicators – just officers, or should that be a wider process, as previous plans had been driven by resident outcomes.	19
Employee feedback – It is difficult for staff to feed back on the Corporate Plan, given how busy all staff are at the moment, and given the length of the plan. The consultation and survey are a starting point (though surveys do have their limitations), and ultimately conversations and 1-2-1 interactions with individual officers are better. There needs to be a process of continuous feedback to ensure the plan remains up to date, and keeps improving. This consultation is a good starting point, but there needs to be much more follow-up, and the plan must change based on feedback received. The feedback process needs to be made clearer within the plan too.	10
Some felt that Corporate Plans should be ambitious, and that this one lacked ambition in places e.g. phrases such as “maintain our position”, and “stay in-line with similar councils” isn’t felt to be terribly ambitious – should we not be striving to be better than other councils?	3
Specificity – Some measures seem very specific e.g. each service centre will have cycle storage.	1
Some wondered where funding will come from to deliver the plan.	1
<b>General missing aspects</b>	<b>56</b>

Staff don't see themselves / their role in the plan – The plan causes some staff nervousness and anxiety as they struggle to see themselves reflected in the plan, or struggle to say how the plan applies to their work. Some felt their teams are vulnerable to “cuts”, and though they could see themselves in the previous plan, they were not sure they could in this one – they were worried that unless their work was explicitly referenced in the plan, it might be dropped, which creates uncertainty. Others felt that when they did see something that referred to them in the plan, the content fell short. If staff are going to buy-into the plan, they need to see how they fit into it. Others were concerned the plan is “done to” rather than “involved with”. Teams that felt the were not reflected in the plan included the green and open spaces team, cultural team, art team, Commercial transformation workstream. Some felt that staff are not mentioned in the plan enough.	18
Covid-19 – In light of the pandemic, more reference to Covid-19 is needed within the plan, recovery from which may take 10 years. How will we plan for the future, and wrestle with one of the biggest challenges since the second world war? How stable is the plan in light of the pandemic, will actions and priorities remain the same? People may do things differently now, and value different things now, than before the pandemic e.g. more value on green spaces, perhaps people won't want to live in cities in future. How will we manage the health implications, particularly on those more vulnerable? How will we manage unemployment, what are the financial implications of the pandemic, what impact will there be on incomes, and how will demand for services change?	10
Celebrate our communities – There needs to be more celebrating our communities in the plan, and celebrating community events, and the work they are doing. Also the people – unless you're 0 -16, or over 65, what's in the plan for you? If you're not in need, what's in it for you? The plan doesn't celebrate all parts of the community – people with protected characteristics aren't listed, community diversity isn't reflected, and it doesn't seem to reflect the EDI strategy much.	10
Glossary – Plain English is needed throughout the plan, and simple definitions of the following: Tartan rug, Service Centres, KM, Brighter Futures Transformation Programme. Some of this language is “internal” council language, is it appropriate for an external plan?	7
More financial information – More financial detail is needed, particularly in regard to how proposals will be funded, about the financial impact of covid-19, about government funding and deficits. The financial information provided on pages 13 and 30 is limited, and perhaps seems a somewhat political (5 comments).	5
Other missing aspects include skills, communities, wellbeing.	3
Local Plan – Is the Corporate Plan aligned with the Local Plan?	1
Statutory duties are missing from the plan – the day to day tasks.	1
We need to ensure the 3 aims – Open, Fair and Green – do not become “siloes” from each other.	1

Attendees also expressed views on each of the aims – Open, Fair and Green.

<b>Open</b>	<b>24</b>
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The council is not Open – There was concern that the council may struggle to achieve the aim of being “Open”, as they felt the council is not open and willing to have 2-way conversations on some issues, particularly around planning. Some felt it was difficult to get a response by email or telephone, especially with council staff working from home. It was felt that to achieve the aim of being Open a cultural change would be needed, and that the planning department would need to start preparing now to be able to achieve it when the plan comes into effect, otherwise the council will fail to be Open.	7
Ensure that there is transparency in all aspects of council decision making – To "increase democracy", should we give Ward Members more say in local decisions such as Ward budgets?	2
Listen, learn and respond to our residents, promoting opportunities for a two-way conversation – What will the engagement on the Corporate Plan look like, will constant updates to residents be provided? How will the council give residents ownership of the priorities and actions? How will co-production work?	3
Maximise commercial opportunities for the council – There was some confusion about what this meant – does it mean the council will attempt to extract as much money from residents as possible? Does it mean Council Tax will go up? It was felt the "ASDV Review" would “set hares running” too. Others felt income generation by grants is really important, and isn’t mentioned within this priority, though it is income brought into the council – see work done by the Cultural Economy Team.	6
Support and develop our workforce to be confident, motivated, innovative, resilient and empowered – The word "workforce" has been carefully chosen. Staff being empowered is good. WFH has been a big deal – Are corporate buildings being removed? Pros and cons for this. There was talk of a single building. Reduce carbon footprint. Improve customer service centres – maybe different buildings? Can we redesign the estate to be more considerate of the environment?	4
Promote the services of the council through regular communication and engagement with all residents – Is the Brighter Futures Transformation Programme happening? Why is this Programme mentioned when it is an internal project?	2
<b>Fair</b>	<b>5</b>
The focus of this section seems to be on Children’s Services, and not Adults Services.	1
Reducing health inequalities should be a given, where is the detail on how this will be done?	1
The priorities seem too specific.	1
How do these priorities sit with our legislative and statutory duties?	1
For a fair and inclusive workplace – Staff should lead by example.	1
<b>Green</b>	<b>15</b>
“Green” is definitely a hot topic at the moment.	2
More emphasis on sustainability is needed in the plan.	1
Green discriminates against the disabled, as they can't use public transport or cycle lanes and footpaths. Plus cycle lanes have been introduced at the expense of disabled parking spaces in Sandbach.	3
Cultural change will be needed to deliver the “Green” agenda – How will green values be embedded within the organisation, when we have always been	2

<p>focused on saving money? People need permission to be Green, to achieve this vision. A cultural change needed.</p>	
<p>A great place for people to live, work and visit – When looking at outdoor sports, it only talks about leisure centres, when about playing fields and open spaces? The empty homes measure is not described very well.</p>	2
<p>A transport network that is safe and promotes active travel – Public transport needs to be more accessible, including for the disabled.</p>	2
<p>Thriving urban and rural economies with opportunities for all – This is where we would most likely expect to see Cultural Economy reflected. This priority only talks about regen for macc and crewe and town centres... It does not reflect or refer to the Council's Cultural Framework Strategic Priority, which is "to transform lives and places through access to great culture. Enabling the economy, communities and places of Cheshire East to benefit from engagement with culture, contributing to lifestyle, wellbeing, quality of place, creative skills and prosperity".</p>	3

## Appendix 2 – Survey open comment feedback

### Feedback on “Open”

In the survey conducted as part of the engagement, respondents were asked the following questions about the Priorities under the aim “Open”:

- Do you feel there are any priorities missing from this aim?
- How could the priorities be improved to ensure the council delivers this aim?

Firstly, respondents made a number of general comments in response.

<b>General views on the Corporate Plan</b>	<b>16</b>
It’s all good, the priorities look good, everything seems to be there. If delivered, it will be great.	6
Nothing new – The aims are the same ones the council has had for many years, and the same ones as all UK councils, housing associations, healthcare providers, third party suppliers etc have.	4
Covid-19 must be dealt with before delivering these priorities – it may take years to get over the pandemic.	2
There are too many priorities – some could be combined.	2
Open – Past experience says this will not be achieved.	1
The first 3 priorities are not being delivered.	1
<b>Deliverability</b>	<b>67</b>
Ensure the Corporate Plan delivers – How will the council deliver the corporate plan, how will the council live up to its aims? It’s easy to put together a good-looking plan, and have a Corporate launch with bright lights and media coverage – but how do the people who wrote this plan expect the council to follow it? Someone in the council needs to be given overall responsibility for delivering the plan. The devil will also be in the detail, and on the day to day actions to deliver the aims – SMART goals should be used. Action is needed now, and not in many years. There are too many directors, managers and project managers when people on the ground are needed to deliver. Stability of staff and teams is also vital for delivery of the plan.	21
Use measurable targets – To be accountable, there should be regular public updates on progress against measurable targets (performance indicators) – what has been achieved so far? Deliver proper measurable and verifiable metrics that members of the public can measure and verify. Do staff and Councillor activities conform to the plan, are they delivering? Performance will be compared against other high performing councils, who are these councils and how will they be selected?	15
Too vague – The plan is too vague, with not enough actions / concrete targets, there is no clear plan. It is too “fluffy”, how can you disagree with anything? You must set set clear, deliverable goals, and identify the main priorities - don't spread yourself too widely.	11
Without funding the plan is not realistic – It all sounds too good to be true, and is “hot air” until delivered. A lack of funds will prevent this from happening, too many cutbacks will be needed to be able to deliver – are these aims financially	14

<p>viable, and not just a wish list? In the past the financial support for social services and their clients has seemingly been reduced drastically, leaving many people struggling to cope with their vulnerable loved ones with little support, as an ex-social worker in this area I have seen the need and the suffering first hand so do know what I'm talking about.</p>	
<p>Less is more – It may be better to concentrate on a few areas and substantially improve those, than promise to make lots and lots of improvements that are unachievable without substantially more resources. In theory these plans will work, but I'm not too sure about putting them into practice – Promises have been made in the past and not delivered.</p>	6
<p><b>General missing aspects</b></p>	<b>34</b>
<p>Governance - Improve corporate governance and involvement of elected councillors. Disconnect political preference from policy decisions – too often party politics dictate, and not common sense. Leadership should focus less on their own ambitions, and more on what's best for the community. Move to a committee system.</p>	7
<p>Honesty e.g. green belt sites have not been removed from development plans, even though the plan says they would have been.</p>	5
<p>A commitment to spend money wisely, and not to “gamble” with funds e.g. get value from subcontractors and employees.</p>	3
<p>Pride – More is needed in the borough, our towns, homes and gardens. More pride and community spirit are needed, and less individualistic self-obsession. Visit the Netherlands for an example.</p>	3
<p>Trust – This needs to be re-built with employees – there are legacy issues with the reputation of past Chief Executives, and with issues around breaking the law.</p>	3
<p>Equality &amp; diversity – These aims must be equal across the whole of Cheshire East, without fear or favour.</p>	2
<p>A commitment to support local business – There are no specific priorities or actions about supporting local businesses to grow.</p>	2
<p>Individual responsibility – Encourage a sense of accountability for all inhabitants of Cheshire East.</p>	2
<p>Community funding – Support community initiatives, ensure funds reach the right places.</p>	2
<p>Financial detail – a lot people would be interested in hearing how much the council spends on administration and overheads, the cost of overheads is missing from your finance slide on where our money goes.</p>	2
<p>A commitment to do things differently.</p>	1
<p>Efficiency – strive to provide the services customers want in an economic and efficient manner.</p>	1
<p>A commitment to meet statutory obligations.</p>	1

Respondents also made a number of comments specific to the Open aim.

<p><b>Ensure that there is transparency in all aspects of council decision making</b></p>	<b>15</b>
<p>Information must be presented clearly, to ensure good decisions are made. Information about the council's work must be easier to find and understand. Strategies must not be written in superfluous jargon. Strategies are too long,</p>	4

and should be presented on 2-sides of A4 paper. Strategy consultations are too long, and not engaging.	
Engage – Ask people what they want BEFORE making any decisions. There is a feeling the council is cavalier in their approach.	3
All council meetings should be open to the public, including digitally via Zoom, and if not, a good reason should be given why not. Members of the public should sit on scrutiny groups.	2
Information regarding decisions to be made that affect local residents is a top priority.	2
Don't be afraid to make decisions, especially for fear of upsetting certain groups.	1
Promote openness about our relationships and work with Partner Organisations.	1
Decision making about people's lives e.g. social care boards needs to be transparent too. Not just governance.	1
The administration is, and has been, good at saying "transparency" but little evidence it really believes it.	1
Have referendums on local issues.	1
<b>Listen, learn and respond to our residents, promoting opportunities for a two-way conversation</b>	<b>52</b>
The council does not listen to residents or local councillors – the roads are not swept, weeds are not treated, towns look shabby and uncared for, you allow development against the wishes of local residents. The council must actually listen to what residents are saying, and must demonstrate it actually listens and takes note of public consultations, and acts on feedback. It must actually listen and take seriously what is said, instead of ticking boxes and carrying on regardless. Do something about complaints. It's great to have the opportunity to contribute and be heard, but from experience nothing ever comes of any of it – people are consulted, and then the council does whatever it was going to do anyway. If there is no possibility of anything changing based on what we suggest, then save the time and money it costs to do the consultation in the first place as it's just a waste of money. Understand what people want – get out there and ask them face to face, surveys are limited. Have a greater focus on digital reach.	19
Listen to ALL residents – not just those 1 or 2 that shout the loudest or send the most e-mails. The council has an unenviable reputation for only listening to those they want to hear from. Listen to Town & Parish Councils too.	10
Make it easier to provide feedback – There needs to be multiple ways to engage residents so that it is not only those who will fill out surveys who have a say. Have outreach/pop up sites so that residents can offer feedback. Have periodic meetings where local businesses can have a platform where they can be heard and given advice and guidance.	5
Co-production – More co-production to involve communities in decision making is needed with people who access your services, front-line staff, and with service providers. Empower people to make decisions on key priorities, empower communities to take action, organise and support each other.	5
Councillors do not listen – Local councillors do not reply to emails, it is not possible to have any dialogue with councillors with the current systems in place – I can't get to speak to anyone. There is no feedback or the opportunity to	5

obtain any. Ensure local councillors have the same commitment to good, honest and reliable communication with residents of their area. Introduce a measure that demonstrates where members do, or do not, engage pro-actively and effectively with their residents and Town and Parish Councils. Boost the support to elected representatives in carrying out their democratic role in the communities they serve.	
Staff to answer telephones – Staff at the moment are defensive, work covertly and do not engage.	1
There needs to be an open and honest 2-way conversation – Hold meetings to discuss the top 5 issues, invite residents and get show of hands. Hand out questionnaires at councillor surgeries etc, be innovative, be the best.	2
True engagement hard to achieve – Even though we should continue to strive for as much engagement as possible, the council shouldn't allow itself to become either slowed down or mis-placed in its focus. Some statutory decisions, or things that can't be funded, shouldn't be engaged on.	2
Cheshire East Exposed – Engage with them and meet them, get them onside.	1
Planning department – Needs to listen more, which they don't.	1
Website – Difficult to navigate.	1
<b>Support a sustainable financial future for the council, through service development, improvement and transformation</b>	<b>4</b>
Publish all accounts. The financial side of Council life is over complicated in a way that makes residents not understand or be interested.	2
This priority doesn't seem to fit within this aim really.	2
All I have seen over the years is money wasted on overpaid consultants, unnecessary restructures, unnecessary expenditure, privatisation, and more. I am not confident that any of those things are likely to change so feel these are empty promises.	2
<b>Maximising commercial opportunities for the council</b>	<b>18</b>
Not sure why this objective is included in the "Open" aim? Take it out, move it elsewhere.	2
Maximise – Do not like the use of this word, it has the wrong connotations. Could be better expressed as "exploit commercial opportunities where appropriate to support sustainability of the Council's finances". "Maximise" has the wrong connotations	3
Unsure what "Commercial opportunities" are? More fines? Bigger jumps in Council Tax costs? More and higher car park fees?	2
Commercial investment often ends in failure or become a drain in finances in future years e.g. Robin Hood Energy, investments in shopping malls. Read Private Eye for examples. Commerciality shouldn't come at the expense of safeguarding requirements.	3
Listening to residents and businesses is vital. Commercial enterprises must involve the community.	2
Stop outsourcing, it's not cost effective, nor "morally" right. Concerned too many services are run by wholly owned companies of the council, where board members and officers are paid by the council, and yet the council have very little opportunity challenge them to make certain they are giving the residents the best service value possible for their money. It is the Council's responsibility to spend its precept in delivering stated services not maximise profit by setting up separate satellite companies with a profit motive	3

Any commercial activity must be transparent.	2
This is not a valid objective.	1
<b>Support and develop our workforce to be confident, motivated, innovative, resilient and empowered</b>	<b>17</b>
Support staff who have to make key decisions. Listen to the workforce and ask them for ideas, and show you are listening to them.	5
You say you will support and develop the workforce. While we continue to be underpaid and overworked under an ever-decreasing workforce, it is meaningless.	1
Staff need motivating – Some seem not to care about providing a good service.	3
Staff seem unfamiliar with the towns they make decisions about, and need to be made familiar about the towns they make decisions about by visiting them. Examples include roadworks diversions going the wrong way, roadworks left for weeks with no one checking if they are being completed, towns not being kept tidy, potholes not being repaired, buildings becoming derelict.	3
Employ staff who work hard, and who are not driven by politics. Get more people actually doing the work/ job instead of talking about it and making lots of documents and presentations.	2
Invest in technology to empower employees.	1
Ensure that council employees have sufficient training and support in the public arena e.g. ensure legal representation is available at ALL appeals.	1
Media training - Give it to staff.	1
<b>Promote the services of the council through regular communication and engagement with all residents</b>	<b>13</b>
Communicate better, with residents and communities, and town and parish councils. Have meetings on specific areas e.g. theatre/the arts, local business, community organisations, marginalised communities. Communicate better during emergencies e.g. covid. Keep communications simple and cost effective.	7
Make it easier to report issues / get access to the council.	2
Communication during the pandemic has been poor.	1
How will residents be made aware of "what is going on" e.g. how will a policy of openness be made manifest – regular mailshots, e-mails, newspaper articles, phone calls?	1
Resources should go into showing residents good services rather than communications on everything we are doing, much of which people may not be interested in.	1
Key services – Need to advertise key services, like dementia services, better, so people who need them get them.	1

## Feedback on “Fair”

In the survey conducted as part of the engagement, respondents were asked the following questions about the Priorities under the aim “Fair”:

- Do you feel there are any priorities missing from this aim?
- How could the priorities be improved to ensure the council delivers this aim?

Firstly, respondents made a number of general comments in response.

<b>General views on the Corporate Plan</b>	<b>15</b>
All sounds good and laudable, the aims are good. If achieved it will be great.	10
This isn't an aim, this is a legal obligation! (A council which empowers and cares about people).	3
Fair – Ensure everyone across the whole borough has the same opportunities.	1
Writing style – Bullet points in the plan are written in different styles, some start with action words, others don't, but could be rewritten to start with an action word which gives a better sense of cohesion. Feels like they are written by different people.	1
<b>Deliverability</b>	<b>65</b>
Funding – How will this be funded, how will spending be measured? Where are the trade-offs to deliver the promises? Be up front about funding, especially for social care - we need to either pay more base rate income tax, or higher council tax. Budgets need to be spent wisely, focused and not wasted. When it comes to fairness, a lack of budget leads to inequalities – this will always be the case.	23
"Talk is cheap", "actions speak louder than words". It all sounds good on paper, but more practical details about how it will be delivered are needed. Be specific – how will it be achieved? Similar plans have failed to be actioned in the past. It seems unachievable, wishful thinking.	18
Performance Indicators are needed to show how it will be delivered, and these should be made public too, so people can keep track with progress. There should be updates on these indicators, perhaps every 6 months. Statements of intent are fine, but tangible, visible, and useable results are paramount, to see if the council is achieving these laudable aims. People need to see action. Make people and services accountable for the indicators.	12
The content is vague, aspirational, lacks clarity and is “airy” in phrasing. For example what inequalities are to be reduced, and by how much? How will youth opportunities be increased, and what measure (number attending universities, Russell group, getting jobs from school)? How will reducing children in care be measured (less living on streets, more getting jobs, more staying away from criminal justice system)?	3
CEC has a poor recent record on social care.	2
Bureaucracy needs reducing – have less meetings.	1
Stick to the plan.	1
Rank the priorities – It would be useful to know how they are ranked against each other.	1
The council should be doing all this anyway.	1
Additional sports & leisure facilities are needed.	1
Poverty - How will the council eliminate poverty and inequality?	1
Reducing inequalities would reduce demand on social care services.	1
<b>General missing aspects</b>	<b>25</b>
Emphasis on improved communication. Keep the lines of communication open between service providers, partners, commissioners, and users of the services. The council needs to better promote the services it provides, and clearly explain who is responsible for what e.g. the council or NHS etc. "My Account" sounds good, but shouldn't associate solely with money.	6

Emphasise individual responsibility – People have to take responsibility for making the plan work, it's not a case of the council doing everything for them. The language used in the document is not empowering e.g. "adults receive quality assessments", and "are involved in...". There is nothing included about lifestyle training/education to empower people to take responsibility for their own futures, which is important to reduce dependency on the council and other institutions. To empower is about encouraging the right choice in taking and care of oneself.	5
Structure / Team efficiency – Structures need simplifying, there are too many departments and teams, focused structures are required to help to deliver. Improve efficiency by cutting out the red tape between one department and another, and by improving teamwork, and staff continuity.	5
Ask stakeholders what they want / need, every household should be asked what they need, the only communication they get is at election time. Listen.	4
Commissioning - Stop renewing suppliers every 3 years.	1
Councillors - Need to be better organised, seen to work for their communities with less "political backchat" in the local press.	1
Follow best practice from other Local Authorities.	1
Covid-19 – A section on post-covid support is needed e.g. support for mental health issues.	1
Promotion of equality, diversity and inclusivity needs adding as an aim.	1

Respondents also made a number of comments specific to the Fair aim.

<b>Reduce the reliance on long term care by improving services closer to home and more extra care facilities, including dementia services</b>	<b>24</b>
Emphasis on social care, and care of older people, is needed within this heading (the perception is adults aren't focused on as much as children within this aim – this is a key concern). It is felt that most of this aim talks solely and exclusively about children; there is almost no mention of Adult Social Care which is really disappointing. More emphasis on adults is needed given changing demographics, and an aging population. It gives the impression that up to age 18 we really care, 18-64 not so much and over 65 we don't care at all. Suggested re-words for the fourth priority included "safeguard people of all ages from abuse, neglect and exploitation", or "Cheshire East seeks to protect adults at risk to live in safety, free from abuse and neglect"	8
Don't privatise this industry – the council should run more full-time care facilities not less (less run by private companies).	3
Long term care, and special needs care, must be provided on a case by case basis. Programmes need to be able to respond to the needs of each individual to maximise their potential. A priority is needed around delivering for these people. It should also be about implementation.	3
Social care services do not listen and do not care. Care has been reduced except for the very, very vulnerable. Care in the community should be just that, with all needs met. The council and government have fine words and plans, but in reality care is lacking or not there.	3
Home carers need more support, including for illnesses that are not severe. Value people who provide adult social care by offering incentives and support.	3

Create communities where older people feel worthwhile and can offer their experience and skills.	1
Don't "farm out" care into the community, this places too much reliance on the family to provide the care assisted with care packages which are provided by companies only interested in making a profit. Unfortunately the profit always comes before the care and although this all seems wonderful in the real world it doesn't work.	1
Extra Care Housing – don't put all your eggs in one basket by focusing on extra care housing, we need much more variety and choice to meet a range of requirements.	1
Why would the reliance on long term care be reduced by having services closer to home?	1
<b>Safeguard our children from abuse, neglect and exploitation</b>	<b>4</b>
Adults safeguarding – Suggested re-words for this priority included "safeguard people of all ages from abuse, neglect and exploitation", or "Cheshire East seeks to protect adults at risk to live in safety, free from abuse and neglect".	4
<b>A commitment to protect the most vulnerable people in our communities</b>	<b>42</b>
Vulnerable – the word vulnerable is offensive to many and vulnerability may be seen to be contextual rather than innate. Include people in the decision making. Make sure those with long term illnesses don't become victims.	3
Domestic abuse – Domestic abuse is a major issue for many adults and children in Cheshire East and it should be highlighted as a key priority moving forward. Raising awareness and providing interventions and support for everyone affected by domestic abuse should be at the top of the agenda for safeguarding, social care and community safety. The current commissioned service for Cheshire East provides vital support in this area, it is very concerning that there is no mention of this in the actions. Studies show a direct correlation between regular instance of domestic abuse and child abuse. There should be a healthy relationship focus in schools.	13
Mental health – No mention in the plan, what are the council doing to help support this? Better provisions are needed, including for young people.	5
Housing – Improve the choice for those on low incomes, provide more affordable homes.	4
Autism – An Autism Strategy is needed. Specialist understanding of needs is required.	3
Drug / Alcohol addiction – Not mentioned in the strategy.	3
Homelessness – Not mentioned in the strategy.	3
Unemployed – Retraining and support for adults through their working lives. Working with colleges and employers to identify skills gaps and offer retraining opportunities.	2
Dementia – Not mentioned in the strategy.	1
SEND – Not mentioned in the strategy.	1
Cancer patients – Not mentioned in the strategy.	1
Fostering – Not mentioned in the strategy.	1
Child pregnancies – Not mentioned in the strategy.	1
The non-academic – Better education needed for those who are not academic, as they can be vulnerable.	1

<b>All children to have the best start in life with ongoing opportunities to maximise their potential</b>	<b>11</b>
SEND – Schools especially academies are getting away with ignoring SEN children and also ignoring vulnerable children and academies get away with it. Some schools ignore this and pretend the child does not have it or that they have not seen anything out of the ordinary – children getting referred to SENCO far too late and the school saying it can't provide the additional support as it doesn't have the money, staff or space etc. Have more assistants in schools to help children very early with ASD, ADHD, Dyslexia identification and support. If more support was given by schools, then there would be less family crises.	5
SEND - The SEND department has been a disaster with so many staff changes and policies, but very little actual improvement seen on the ground. Why can't the send team actually speak to the families they are supposed to help? Why can't you ask us what the problems are, or even 3 main problems, and try and fix them. The SEND team response time is very slow. Need to get rid of the discrimination of Cheshire East staff against SEN parents. Need to provide actual services to help without blaming the parents. Staff turnover in this area has been bad, parents need more support.	
Parents – Children having the best start sometimes depends on parents getting the support they need.	2
Children are the future, and should be nurtured. Education is key to achieving this aim.	2
Provide more specific special schools, Cheshire East have massively reduced number of special schools compared to other councils.	1
Prioritise youth and employment over the old and infirm, especially re. covid-19.	1
<b>Increase the life opportunities for young adults and adults with additional needs</b>	<b>2</b>
Education – Good apprenticeships are vital, people leave university with limited prospects.	1
The detail about life opportunities seems to be for young people/adults rather than working age adults – this needs to be expanded so more people of all ages can be aspirational and have good lives.	1
<b>Be the best Corporate Parents and improve outcomes for vulnerable children and young people</b>	<b>3</b>
Corporate Parents - Dislike this phrase immensely, sounds awful. Not sure what it means, outside of the Local Authority there are very few people who know what this means.	3
<b>A collaborative way of working with partners to support communities to achieve their full potential</b>	<b>12</b>
Communication – How will Partners and voluntary organisations be communicated with and included. The council must be transparent about who it works with.	2
Organisations to work with include the NHS, Dane Housing, Age UK, Visyon Limited.	2
Some local organisations have had to shut down during covid-19 e.g. The Child Contact Centre.	2
Partners should be made accountable.	1

Give Community staff greater access to Local Authority and NHS services.	1
Empower communities to support each other. Build community integration to enable support for all.	1
Dementia support – Services for care facilities and dementia support will be provided by whom?	1
Give more support for non-profit and voluntary organisations.	1
This priority means nothing.	1

## Feedback on “Green”

In the survey conducted as part of the engagement, respondents were asked the following questions about the Priorities under the aim “Green”:

- Do you feel there are any priorities missing from this aim?
- How could the priorities be improved to ensure the council delivers this aim?

Firstly, respondents made a number of general comments in response.

<b>General views on the Corporate Plan</b>	<b>26</b>
Co-production needed to ensure delivery – The council cannot achieve these aims on its own, it needs buy-in from all others, it shouldn't just be council run, should be co-run, it must be delivered through democracy and partnership. This is especially applicable to the "green agenda" – this is an issue that can be achieved through work and co-production with communities, get people from each area behind the plan to ensure it, and change, is delivered. Have more consultation – Consultation is critical so that expensive and unnecessary mistakes/errors of judgement based on needs in times past are not made, also seek the views of residents, young people and businesses too. Some areas feel forgotten – This plan doesn't relate to Crewe.	15
Looks good, hope this can be achieved, stick with it. Objectives are good. Promote pride in the borough!	10
Writing style – use/non-use of action words at the start of bullets and priorities etc. Re-writing would give a better sense of cohesion.	1
<b>Deliverability</b>	<b>28</b>
It all sounds good on paper, but is it realistic / achievable? Proof of the pudding is in the eating. Much more detail is needed to make the document useful – this consultation document is not a preparatory vision it is a stimulus to focus group discussion. The priorities seem to be aims to deliver aims. Priorities that have a dose of realism are much more likely to be achieved and celebrated.	16
Performance Indicators needed - Reported every 6 months? Reasons must be given for failure to hit targets. Targets shouldn't be at the expense of people's lives. SMART targets needed. More public scrutiny needed. Council needs to feedback they are doing well.	8
Funding – How will proposals be funded, who will pay for it? Spend wisely, focused and not wastefully.	2
The aims are too ambitious to be achievable.	1
Aims should be achieved already.	1
<b>General missing aspects</b>	<b>16</b>

Economic and employment strategy – This seems to be a significant omission from the whole plan, here's the emphasis on improving employment opportunities? There is no vision on what/how additional jobs can be attracted or generated in the area. For example, no reference to C&WLEP Strategy or developing Local Industrial Strategy e.g. what sectors do we want to expect to be able to attract or expand in next five years. In the next 20 years it feels like the economic devastation wrought by the coronavirus pandemic may be the single most pressing issue for our young people. A thriving economy needs to be sustainable.	5
Rural economy / farmers / rural villages – Show support for them. Farmers are continually blamed for excess emissions, we need to value them more. The urban economy appears to get most money. We need to be careful that rural, country areas are looked after, many services there are cut to the bone now.	4
Education of environmental issues, for Councillors, partners, children.	2
Social elements that make a place thrive – There needs to be more emphasis on people and inclusivity in "Green", it's currently too heavily focused on environment.	2
Ensure CEC is a fully resilient community by 2024 – so that CEC residents will be secure against flooding, food shortage and other potential future shocks from man-made and natural calamities.	2
Cultural change within the council is needed to deliver a green agenda.	1

Respondents also made a number of comments specific to the Green aim.

<b>A great place for people to live, work and visit</b>	<b>39</b>
Green spaces – These are not mentioned in the plan, greater access to green spaces is needed, including increased access to parks for children. Residents must have increased access to nature and wildlife, and be protected from sprawling urban areas around us - stop new housing developments. More green spaces needed in Crewe. This is essential for good physical and mental health, something emphasised during covid-19.	11
Greenbelt – Stop building on greenbelt land, build on brownfield sites as a priority. Too much land has been lost to housing. Stop over building / over developing, stop blending villages into urban areas (e.g. Crewe).	11
Planning – Town planning needs to be better, the council keeps building new houses, without providing the supporting infrastructure like schools, GP surgeries, dentists, roads, prisons, green spaces, public transport etc. There is a disregard for due process within planning. The council must listen to residents on this issue. Housebuilders must do more as they make huge profits.	9
Housing – Must be built to high environmental / green standards. Important to get this right. Affordable housing is required. Need more than 500 social houses a year.	4
Empty / derelict buildings – Need improving, Albion Mill in Macclesfield is run down.	2
A great place – This is a very loose priority, more detail needed.	1
A great place to live, work and visit – Each of these should be dealt with separately.	1
<b>Welcoming, safe and clean neighbourhoods</b>	<b>32</b>

Street cleaning, road maintenance and repair, verge maintenance, litter picking, dog-fouling, road markings and town cleanliness – These issues are not mentioned in the plan but are a very high priority for residents. Some feel places look shabby – how places look is important for how residents feel about their local places.	15
Police – More are needed to ensure safety, and to reduce the crime rate. Drug dealing and using in public is a problem in Congleton, and some do not feel safe in Crewe. More street lights are also needed.	11
Air pollution – Specific reduction targets are needed. Ensure data reported is accurate. There are areas where air pollution is too high currently and will only get worse.	5
Fly tipping – Have innovative schemes to reduce it.	1
<b>To reduce the impact on our environment</b>	<b>11</b>
Waste / recycling – An important issue which needs improving.	3
Encourage more working from home through innovation and technology.	2
Biodiversity – There is a lack of understanding of what this is, from my experience this is something which most councillors simply do not understand, or in some cases just don't care about. I have heard areas of largely sterile grassland being described as natural assets, and areas of scrubland (with high biodiversity) being described as unattractive and ripe for development.	2
Encourage green business.	1
Supermarkets / shops must be encouraged to use environmentally friendly packaging.	1
Shouldn't this aim be combined with "to be carbon neutral by 2025?"	1
Energy creation – Encourage solar and wind power in homes.	1
<b>A transport network that is safe and promotes active travel</b>	<b>79</b>
Public transport – An integrated public transport system is needed to reduce reliance on cars, as people are forced to use cars. Public transport needs to be affordable, frequent, reliable, with more routes provided – No one uses public transport currently. The transport system should be subsidised and not run by companies only interested in making a profit. Public transport is needed in rural areas too. The public transport system in Greater Manchester is much better.	21
Active Travel – The promotion of this needs to be tempered with the reality that this is a largely rural area, where some form of personal motorised transport is essential to the vast majority. No form of public transport could be comprehensive enough to replace this, and the bicycle is certainly not a practical solution, except in very limited cases, and when it isn't raining! The term "Active Travel" will be meaningless to most readers. Active travel needs more promotion. How will transport requirements be impacted by changes as a result of covid-19, with more people working from home etc?	4
Walking, Cycling provision – More, safer routes are needed to encourage people to walk and cycle more – it doesn't feel like much thought or time has gone into this priority within the plan, it feels very generic. Dedicated cycle lanes are needed, and cars must be stopped from parking in cycle lanes. Paths must be made more accessible for the elderly, disabled, and those with buggies. On the other hand, cycling and walking is not for everyone.	20
Traffic planning – Better traffic planning is needed to reduce traffic and avoid congestion. The whole transport system needs improving, updating,	10

subsidising and making more available to all. Reduce the speed of vehicles, the amount of lorries, have traffic calming schemes in place.	
Buses – Better bus services are needed, current service provision is impractical to use for daily journeys e.g. a 20 minute journey by car can take 2+ hours by public transport. Late evening services are needed too. Places needing a better service include Alderley Edge, Crewe, Macclesfield, Stoke.	9
Electric vehicles – On the one hand improving the electric vehicle infrastructure is vital to enable more people to buy them, we must stop “demonising” cars as they are getting much greener now, and older / disabled people are reliant on cars and cannot walk/cycle. On the other hand electric cars are not "green" or sustainable – a battery does not last forever, comes from a lithium mine which is not "green" at all, and is then shipped/flown around the world to the UK. Hybrid cars still use fossil fuel to generate electricity, and has then to move a heavy battery around so inefficient.	9
Car parking – Important to get this right. Charging for it will cripple town centres. Charges must be lowered to encourage town centre use.	4
Road surfaces – Improve them, they are poor. Speed up fixing them.	3
<b>Thriving urban and rural economies with opportunities for all</b>	<b>7</b>
Crewe – Crewe Town Centre is like a demolition site and has been neglected for years. I am fed up with empty promises of regeneration which never happens. You need to be open and honest and tell people what is going on. Crewe is not thriving, it is dying. How are you going to make towns like Crewe a great place for people? There are few shops, little parking, gangs roving the streets, little greenery, poor roads, poor pavements, cars parked illegally, slum houses (houses of multiple occupancy). But all is to be changed by building a Cinema and a Bowling Alley in the middle of town!	5
Ensure smaller towns such as Sandbach are not neglected at the expense of larger ones like Macclesfield and Crewe.	1
Town centres need improving, especially the deprived areas.	1
<b>To be carbon neutral by 2025</b>	<b>28</b>
This is a very ambitious aim, is it achievable in 5 years? When you drill down into the detail this is not possible – how is it possible with all the road and house building going on? 2028 - 2030 seems like it would be more realistic and affordable. It's laudable to want to reduce our environmental impacts but we need to live in a real world – massive changes in carbon emissions will require huge central government commitment and money. This does feel like a futile effort in the global environmental emergency fight – Much bigger countries need to do far, far more. What are the financial benefits of this aim, especially in times of financial hardship? What is carbon neutrality? One of the biggest moves would be to get rid of all gas boilers, how will you encourage that? Farmers and taxpayers will be heavily hit by this aim.	20
A practical plan to reduce global warming is needed, including more clarity about how this will be achieved.	2
Climate change – Is real, and we should introduce polices to combat it and rising temperatures etc.	2
Carbon stores – More should be done to protect the borough's carbon stores, such as the areas of peat and moss land e.g. Wybunbury Moss	2
Council vehicles – Acquire or hire non carbon fuelled vehicles including vans trucks and HGVs for council use.	1

Carbon offsetting – It is incorrect to suggest that carbon offsetting of 7000 tonnes may be achieved by tree planting etc. Friends of the Earth and the EU have shown that carbon offset works in very few cases. Pinning a net zero carbon emission on carbon offset is not a good idea.

1

## Appendix 3 – Social media feedback

Throughout the engagement period, a total of 40 posts were made across Twitter and Facebook to promote the topic, and generate discussion.

In response a total of 28 comments were made by social media users – 19 comments on Facebook, and 9 comments on Twitter.

The majority of the comments made in response to the posts had a negative sentiment, respondents were quite passionate with their negativity. 24 of the comments have been grouped into categories below.

<b>Extremely negative</b>	<b>10</b>
Stop charging ridiculous amount council taxes for nothing getting done around Cheshire.	
They couldn't run a corner sweet shop!!!!	
They couldn't run a bath! - So True! Well said Sir!	
None of them sound convincing. All reading from a script!	
They really should be wearing their official regalia for this video.	
	
Clueless. Completely out of touch.	
Yeh yeh.	
As Buddy Holly sang, That'll be the day!	
<b>Cynicism towards the engagement process</b>	<b>5</b>
A pointless exercise for them to then do as they please...	
We want your views... Another pointless box ticking exercise.	
Wow... 3 minutes to my life I won't get back!	
Are you having a laugh? This is nothing more than a token PC box ticking exercise. Regardless of what honest living folks say, you're just going to do what you want anyway.	
They will spend a year having meetings over the meetings to do with the meetings about the meetings to see if the meetings about the meetings have come to the conclusion THEY WANT!!!!!!	
<b>Comments about council priorities</b>	<b>9</b>
Just empty the bins and fill the potholes.	
Your priorities never seem to match that of the electorate!	
Stop charging ridiculous amount council taxes for nothing getting done around Cheshire.	

This is a spoof post surely? Given the state of your planning dept, highways dept and lack of disclosure from recent investigations into council officers on long gardening breaks CEC need to radically address what you are actually for.

I wrote to you CEC, about the unnecessary, over zealous mowing & cutting of wild areas in Upton, Macclesfield, but haven't received a response. I think more areas need to be left to nature & our wildlife.

Then stop taking green belt and building ticky tacky boxes on flood land. You haven't listened to residents who highlight the issues. You deny them but a few years later after planning given you realise you were wrong.

How about sticking by your Right Of Way policy document (section 4.2.23) and actively promote equality for disabled people even where that involves treating disabled people more favourably than other persons. You could start by stopping the pavements being blocked by cars.

(There are) no businesses left (in) Cheshire East and national government have seen to it.

What about support for Congleton FC

## Appendix 4 – Engagement evaluation metrics

The below sets out the engagement evaluation metrics – actual compared to the targets set before the engagement.

The targets were set by the Communications & Research and Consultation Teams, and were set out in the Engagement Communications & Engagement Plan.

Measure (s)	Target	Actual
Total engagement responses	400	627
Survey and storyboard responses	-	501
Conversation With event attendees	100	83 – including Councillors (39) and employees (44)
Email or letter responses	-	32
Engagement Hub comments / likes	-	11
Launch video views	100	334
Other video views (x2)	200	148
Media releases – number of placements / positive pick up	10	23
Twitter engagement	-	No of posts = 24 Total impressions = 43,073 Total replies = 20 Total likes = 19 Total shares = 47 Total clicks = 575
Facebook engagement	-	No of posts = 16 Total reach = 31,362 Total likes / reactions = 31 Total comments = 55 Total clicks = 1,809 Total shares = 17
Staff Team Voice & Email opens / Click throughs	1,500 / 300	4,632 / 119
Sentiment of coverage	Positive = 80% Neutral = 20% Negative = 0%	Positive = 100% Neutral = 0% Negative = 0%
Sign-ups to digital influence panel	20	23

Cheshire East Council

# Corporate Plan 2021-2025



Open

Fair

Green



## Our Vision An open, fairer, greener Cheshire East

### Open

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

### Fair

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

### Green

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

## Our Priorities

### An open and enabling organisation

- Ensure that there is transparency in all aspects of council decision-making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation

- Look at opportunities to bring more income into the borough
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote and develop the services of the council through regular communication and engagement with all residents

### A council which empowers and cares about people

- Work together with residents and partners to support people and communities to be strong and resilient
- Reduce health inequalities across the borough
- Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- Be the best Corporate Parents to our children in care
- Support all children to have the best start in life

- Increase opportunities for all children and young adults with additional needs
- Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

### A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment

- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025

## Our Values

We are flexible

We innovate

We take responsibility

We deliver the service that customers need

We use effective teamwork