

# Cabinet

## Agenda

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**Date:** Tuesday, 7th October, 2008  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1 & 2, Westfields, Middlewich Road,  
Sandbach

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda

3. **Public Speaking Time/Open Session**

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Note: In order for officers to undertake any background research it would be helpful if questions were submitted at least one working day before the meeting.

4. **Minutes of Previous meeting** (Pages 1 - 6)

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Please contact Cherry Foreman on 01270 529736  
E-Mail: [cherry.foreman@cheshireeast.gov.uk](mailto:cherry.foreman@cheshireeast.gov.uk) with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

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To approve the minutes of the meeting held on 8 September 2008.

Minutes attached.

5. **Key Decision CE13 - Cheshire East Local Development Scheme** (Pages 7 - 92)

To consider a draft Local Development Scheme for Cheshire East.

Report attached.

6. **Key Decision CE20 - Shared Services**

Report to follow.

7. **Key Decision CE22 - Transforming Learning Communities: Emerging Issues from Locality Review for Alsager, Congleton, Sandbach and Holmes Chapel**

To consider the outcomes of the informal consultations held on the options identified by the Locality Review and the subsequent recommendations.

Report to follow.

8. **Key Decision - New Model of Social Care for New Councils** (Pages 93 - 112)

To receive an update on progress so far and to consider the emerging model of Social Care.

Report attached.

9. **Greater Manchester Transport Innovation Fund - Public Consultation** (Pages 113 - 124)

To consider a response to Greater Manchester's proposals for developing a Transport Innovation Fund project with congestion charging.

Report attached.

10. **Developing a Model for Local Working** (Pages 125 - 142)

To consider the development of a model for local working across the Cheshire East authority, recognising the need for community engagement and empowerment mechanisms.

Report attached.

11. **Cheshire East Crime and Reduction Partnership** (Pages 143 - 146)

To consider a report on the establishment of a Crime and Disorder Reduction Partnership for Cheshire East.

Report attached.

12. **Stakeholder Communications Strategy** (Pages 147 - 156)

To consider the strategy and proposed communications activity.

Report attached.

13. **Section 24 Applications for Consent**

Report to follow.

14. **Progress Report** (Pages 157 - 164)

To receive an update on the progress made against key milestones and to note the steps to be taken in the forthcoming months.

Report attached.

15. **Exclusion of the Press and Public**

The papers relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Cabinet may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

Paragraph 4 concerns information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.)

16. **Key Decision CE22 - Transforming Learning Communities: Emerging Issues from Locality Review for Alsager, Congleton, Sandbach and Holmes Chapel** (Pages 165 - 198)

These appendices are to be considered as part of the report on this subject, in Part 1 of this agenda (item 7 refers).

Appendices attached.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the Cabinet  
held on Monday, 8th September, 2008  
in the Council Chamber, Municipal Buildings, Earle Street, Crewe

PRESENT

Councillor W Fitzgerald (Chairman)

Councillors D Brickhill, D Brown, P Findlow, F Keegan, A Knowles, J Macrae,  
P Mason and B Silvester

Apologies

Councillors R Domleo

Also Present: Councillors B Dykes, Mrs L Smetham and R Westwood.

49 APOLOGIES

Apologies for absence were received from Councillor R Domleo.

50 DECLARATIONS OF INTEREST

Minute 53 (Key Decision CE15 - School Funding 2009/11)

Minute 54 (Key Decision CE16 - Establishment of the Schools Forum for Cheshire East)

Minute 55 (Adults with Learning Disabilities Pooled Budget Agreement)

Minute 56 (Responsibilities for Local Authorities in Relation to Post 16 and 19 Education and Training)

Minute 66 (Key Decision CE19 - Residential and Nursing Contract)

Councillors D Brickhill, P Findlow and P Mason declared personal interests in these items by virtue of being Members of Cheshire County Council. In accordance with the Constitution they remained in the meeting during consideration of these items.

51 PUBLIC QUESTION TIME/OPEN SESSION

Hilary Cartwright and Lynda Bigmore submitted questions in respect of waste disposal and waste treatment, and the Cheshire Waste Contract. Councillor David Brickhill responded to these questions and confirmed that a written copy of his responses would be provided.

52 MINUTES

RESOLVED

The Minutes of the meeting held on 12 August were approved as a correct record.

53 KEY DECISION CE15 - SCHOOL FUNDING 2009/10 TO 2010/11

*(Councillors D Brickhill, P Findlow and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)*

Consideration was given to a report of the People Block Lead Officer on various aspects of school and local authority funding. The report also sought approval to work in respect of the school funding formula and the Scheme for Financing Schools.

RESOLVED

For the reasons set out in the report: -

That authorization be given for work to be undertaken on

(i) the school funding formula for the authority. The proposed formula needs to be agreed during January 2009 and will be used to issue school budgets in 2009-10.

(ii) the Scheme for Financing Schools that sets the financial regulations under which schools spend their budget shares. The Scheme needs to be approved by the Schools Forum during early 2009 and should be issued to schools before 1 April 2009.

**54 KEY DECISION CE16 - ESTABLISHMENT OF THE SCHOOLS FORUM FOR CHESHIRE EAST**

*(Councillors D Brickhill, P Findlow and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)*

Consideration was given to a report of the People Block Lead Officer on the size and composition of the Cheshire East Schools Forum, and on its proposed terms of reference. The Cabinet considered that the suggested size of the Forum was too large and it was therefore agreed that it should be reduced from a total of 31 to 27; this would still allow for proper representation from the various sectors, with 8 primary representatives and 8 secondary representatives for the Schools Group (4 headteachers and 4 governors for each) and that the Forum would be of a more manageable size.

RESOLVED

For the reasons set out and as now reported: -

1. That approval be given to the size and composition of the Cheshire East Schools Forum as now amended and to the proposed terms of reference.
2. That authorization be given to the setting in hand of arrangements to elect the members of the schools group and to seek nominations from relevant bodies for members of the non schools group.

**55 ADULTS WITH LEARNING DISABILITIES POOLED BUDGET AGREEMENT**

*(Councillors D Brickhill, P Findlow and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)*

Consideration was given to a report of the Cheshire East People Workstream on extending the pooled budget agreement for adults with learning disabilities until 31 March 2010.

### RESOLVED

For the reasons set out in the report: -

That approval be given to extend the Adults with Learning Disabilities pooled budget agreement until 31 March 2010 subject to the terms of an agreement to be approved by the County Solicitor and Monitoring Officer.

## 56 RESPONSIBILITIES FOR LOCAL AUTHORITIES IN RELATION TO POST 16 AND 19 EDUCATION AND TRAINING

*(Councillors D Brickhill, P Findlow and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)*

Consideration was given to a report of the County Manager, Inclusion and Education, in respect of the transfer of commissioning and funding for all 16 – 19 education and training. With regard to the establishment of a Project Board it was agreed that the Portfolio Holder be delegated to make the necessary arrangements.

### RESOLVED

For the reasons set out in the report: -

1. That delegated authority be given to the Portfolio Holder (Children and Family Services) to set up a Project Board with representation and active engagement from all of the relevant teams, and to identify an appropriate Project Lead, in consultation with the Shadow Council for Cheshire West and Chester, and the County Council.
2. That an analysis be undertaken of the Travel-to-Learn patterns in order to be able to contribute to regional discussions and agree sub-regional groupings once further criteria are known.
3. That there be engagement through the Project Board, with regional Learning and Skills Council teams to shadow the Learning and Skills Council Business Cycle over the next 18 months.
4. That through the Project Board, discussions take place with the local Learning and Skills Council to secure some semi-formal arrangements for closer working on this work.

## 57 WORKING WITH THE THIRD SECTOR - A PARTNERSHIP FRAMEWORK FOR CHESHIRE EAST COUNCIL

Consideration was given to a draft framework to guide and govern the Council's future partnership relationship with the third sector in East Cheshire, as detailed in the report of the People Block Lead Officer.

RESOLVED

For the reasons set out in the report: -

That the principles and direction of the Framework (Appendix 1) be endorsed and the current level of investment (without inflation uplift) be retained in organisations in the sector in 2009/10. In addition, further work from officers be commissioned during the Autumn/Spring to negotiate a new Compact Agreement, develop commissioning policy, asset transfer proposals and a Volunteering Strategy, in partnership with the Third Sector, for consideration by the Council.

58 CONSOLIDATED (INTERIM) SUSTAINABLE COMMUNITY STRATEGY FOR CHESHIRE EAST

Consideration was given to the report of the Partnerships Workstream, Performance and Capacity Block, on a Consolidated Sustainable Community Strategy for Cheshire East, for use as an interim document.

RESOLVED

For the reasons set out in the report: -

That Council be recommended to receive the Consolidated Sustainable Community Strategy for Cheshire East (Appendix 1) as an interim document and to agree its use as the basis for corporate and financial planning prior to vesting day.

59 CLIMATE CHANGE

Consideration was given to a report of the Cheshire East Climate Change Group, building on recommendations arising from the Members Induction Day in June 2008, on how Cheshire East can take forward Climate Change.

RESOLVED

For the reasons set out in the report: -

1. That approval be given to the Nottingham Declaration on Climate Change being signed.
2. That information on Climate Change implications be included in Cabinet reports as soon as practicable.

60 CORPORATE IDENTITY/BRANDING DEVELOPMENT

Consideration was given to a report by the Communications and Marketing Group on the recent public and staff feedback on the shortlist of three designs for the new brand for Cheshire East Council. Members were now invited to select which of the three options they would like to be implemented as the new brand for the Council.

RESOLVED

For the reasons set out in the report: -

That approval be given to option 3, a refinement of the original Wheatsheaf design into a 2 colour format for ease of implementation, as the new brand for Cheshire East Council.

### 61 PROGRAMME BOARD LEADERSHIP ROLE

Consideration was given to a report of the Interim Monitoring officer on the revised Officer arrangements for supporting the Cheshire East Council upon the Chief Executive taking up her post. The Cabinet expressed its thanks to the Joint Implementation Team for all its work so far.

#### RESOLVED

For the reasons set out in the report: -

1. That approval be given to formally disestablish the Implementation Team established in accordance with Regulation 21 of the Cheshire (Structural Changes) Order 2008 with effect from 06 October 2008.
2. That the Implementation Team be authorised to continue for the time being from 06 October 2008 under the leadership of the Chief Executive of Cheshire East Council, pending the Chief Executive reviewing the officer arrangements necessary to support Cheshire East Council and to ensure ongoing consultation and co-operation with the County Council and the East Cheshire Councils.
3. That the Chief Executive be given authority during that review to add to, reduce or change the composition of the Implementation Team.

### 62 SECTION 24 APPLICATIONS FOR CONSENT

Consideration was given to a report of the Interim Monitoring Officer and the Interim Chief Financial Officer on Section 24 Applications for Consent received since the last meeting.

#### RESOLVED

For the reasons set out in the report: -

That the report be noted.

### 63 PROGRESS REPORT

Consideration was given to a report by the Leader of the Council updating Members on the programme, drawing attention to progress made against key milestones and highlighting the steps to be taken over the coming months.

#### RESOLVED

For the reasons set out in the report: -

That the report and the activities to be undertaken in September and October be noted.

64 FREE SWIMMING AND CAPITAL MODERNISATION PROGRAMME - FUNDING TO LOCAL AUTHORITIES

*In accordance with Section 100B(4)(b) of the Local Government Act 1972, and because of the necessity of making a decision on this matter which needed to be communicated to the Department for Culture Media and Sport by 15 September 2008, the Chairman agreed to allow consideration of this report as an urgent item of business.*

Consideration was given to a report of the People Block Lead Officer on the implications of the Governments Free Swimming and Capital Modernisation funding offer for Cheshire East Council.

RESOLVED

For the reasons set out in the report: -

Cabinet confirmed that Cheshire East Council wishes to participate in the Government's Free Swimming Programme for the over 60's and express an interest only for the remainder of the programme, and to respond accordingly to the Department of Culture, Media and Sport by the deadline of 15<sup>th</sup> September 2008.

65 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

(Paragraph 3 concerns information relating to the financial or business affairs of any particular person (including the authority holding that information)).

66 KEY DECISION CE19 - RESIDENTIAL AND NURSING CONTRACT (PARAGRAPH 3)

*(Councillors D Brickhill, P Findlow and P Mason had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration.)*

Consideration was given to a report of the People Block Lead Officer on the contract for residential and nursing care for adults and older people.

RESOLVED

For the reasons set out in the report: -

That agreement be given to the contract rates and pricing mechanism under the extended contract.

## CHESHIRE EAST COUNCIL

### CABINET

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**Date of meeting:** 7<sup>th</sup> October 2008

**Report of:** Tom McCabe, Places Block Lead

**Title:** Cheshire East Local Development Scheme

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#### **1.0 Purpose of Report**

- 1.1 The purpose of this report is to consider a draft Local Development Scheme for Cheshire East.

#### **2.0 Decision Required**

- 2.1 To recommend to Council the submission of the Cheshire East Local Development Scheme to the Secretary of State for Communities and Local Government.

#### **3.0 Financial Implications for Transition Costs**

- 3.1 None

#### **4.0 Financial Implications 2009/10 and beyond**

- 4.1 The costs of a future review of the Local Development Scheme will be in staff time. The implementation of the programme contained within the Local Development Scheme will require substantial staff and budgetary resources as yet undefined.

#### **5.0 Legal Implications**

- 5.1 The preparation of a Local Development Scheme and certain Local Development Framework documents is a statutory requirement set out in the 2004 Planning and Compulsory Purchase Act. The draft Transitional Regulations requires Cheshire East to submit a Local Development Scheme to the Secretary of State for Communities and Local Government “not later than three months before the reorganisation date.” The same Regulations will, when approved by parliament, transfer Local Development Framework powers to the Cheshire East Council.

#### **6.0 Risk Assessment**

- 6.1.1 The draft Local Development Scheme contains a full Risk Assessment (Section 12)

## **7.0 Background and Options**

- 7.1.1 Local Development Schemes are a feature of the reformed local planning system introduced by the Planning and Compulsory Purchase Act (2004). The introduction of the Local Development Scheme was a direct response by Government to ensure that Local Development Frameworks are better managed, with local development documents being prepared and reviewed more quickly than development plans under the old system.
- 7.1.2 The Local Development Scheme is a public statement of the local planning authority's programme for the production of local development documents. For local authorities, the Local Development Scheme serves as a programme management tool, encouraging the successful and timely delivery of a number of inter-related projects (local development documents). The Local Development Scheme is essentially a three year project plan, with the timetable of milestones used to manage resources, drive progress, and inform stakeholders.
- 7.1.3 In order to produce a draft Local Development Scheme for Cheshire East, an officer's working group was established with representatives from each of the three districts and Cheshire County Council. Advice has also been sought from Government Office for the North West and the Planning Inspectorate.
- 7.1.4 The first step was an assessment of the existing Local Development Scheme's for Macclesfield, Congleton, Crewe and Nantwich and Cheshire County Council including a risk assessment of current Local Development Framework documents in terms of degree of advancement towards adoption, effectiveness/soundness and level of resources required. Regard was also had to the advice of Government Office for the North West to concentrate on a new Core Strategy for Cheshire East and to formulate an achievable programme for the first years of the Council.
- 7.1.5 A draft Local Development Scheme has therefore been produced and is attached as Appendix 1 to this report. The draft document has been considered by the Local Development Framework Member Task Group on 9<sup>th</sup> September, the Places Advisory Panel on 22<sup>nd</sup> September and has also been reviewed by Government Office for the North West. The draft has been amended as a result of that consultation process.
- 7.1.6 The draft Local Development Scheme proposes that the work programme for the first three years should comprise:
- Core Strategy – sets out the Vision, Objectives, Core Strategy and Core Policies for the spatial development of the area.

- Site Allocations- contains detailed policies and proposals to deliver and guide land allocated for specific purposes
- Minerals Allocations - Contains the detailed development control policies and allocations for Minerals development, where applicable
- A range of Supplementary Planning Documents

7.1.7 A full Risk Assessment of the Document has been carried out and is set out in Section 12. The key risks identified are: Staff turnover /inability to recruit / loss of staff /staff motivation / staff absence; National / regional changes to policy through Planning Policy Statements/Regional Spatial Strategy etc; adequate staff/ financial resources being put in place.

7.1.8 The Local Development Framework needs to be based on a sound, relevant and up to date evidence base. This evidence base is the information that will be used to support the policies contained within the LDF The draft Local Development Scheme (Section 8) accordingly identifies a number of documents which will be prepared or updated to provide the evidence base for the Cheshire East Local Development Framework.

## **8.0 Overview of Day One, Year One and Term One Issues**

8.1 The Local Development Scheme has to be submitted by the end of December 2008 and will be reviewed on an annual basis.

## **9.0 Reasons for Recommendation**

9.1 To ensure that the Authority meets its statutory requirements to submit a Local Development Scheme.

### ***For further information:***

*Portfolio Holder: Councillor David Brown*

*Officer: Richard House, Local Planning and Economic Policy Manager, Congleton Borough Council*

*Tel No: 01270 529767*

*Email: Richard.House@congleton.gov.uk*

### ***Background Documents:***

*Documents are available for inspection at: Westfields. Middlewich Road, Sandbach*



APPENDIX 1

Cheshire East

**DRAFT**

# Local Development Scheme

September 2008

Version 6:

Following Places Advisory Panel (22/09/08)  
and Comments from GONW

Version 5:

Following Cheshire East Officers Meeting (15/09/08)

Version 4:

Following comments from:

LDF Task Group

GONW

Anne Mosquera

Paul Griffiths

Stuart Penny

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7	Resources and Project Management
8	Evidence Base
9	Community Strategy
10	Sustainability Appraisal and Habitats Regulations Assessment
11	Monitoring and Review
12	Risk Assessment
Appendix 1	Saved Policies
Appendix 2	Local Development Document Profiles
Appendix 3	Evidence Base
Appendix 4	Glossary

## **Acronyms**

AMR	<b>Annual Monitoring Report</b>
AAP	<b>Area Action Plan</b>
CIL	<b>Community Infrastructure Levy</b>
CLG	<b>Communities and Local Government</b>
DPD	<b>Development Plan Document</b>
LAA	<b>Local Area Agreement</b>
LDD	<b>Local Development Document</b>
LDF	<b>Local Development Framework</b>
LDS	<b>Local Development Scheme</b>
LSP	<b>Local Strategic Partnership</b>
PPS	<b>Planning Policy Statements</b>
RSS	<b>Regional Spatial Strategy</b>
SA	<b>Sustainability Appraisal</b>
SCI	<b>Statement of Community Involvement</b>
SCS	<b>Sustainable Community Strategy</b>
SPD	<b>Supplementary Planning Document</b>

A glossary of terms can be found in Appendix 4.

# 1 Introduction

## **Local Development Scheme**

- 1.1 The Local Development Scheme (LDS) is a public statement of the Council's programme for the production of Local Development Documents (LDDs). It provides the starting point for local communities and stakeholders to find out what local planning policies relate to their area and outlines the timetable for the preparation of LDDs over a 3-year rolling period.
- 1.2 LDDs form the policy content of the Local Development Framework (LDF), and are defined as Development Plan Documents (DPDs), which are statutorily tested and Supplementary Planning Documents (SPDs) which are not statutory. The status of the LDDs, either DPDs or SPDs, is expressed in the Schedule of Proposed LDDs and the individual LDD profiles later in this document.
- 1.3 The Council have consulted with the Government Office for the North West in the development of the LDS, to ensure the timing of the examinations of the DPDs are appropriate.

## **Local Government Reorganisation**

- 1.4 In December 2007, the Secretary of State for Communities and Local Government (CLG) announced that there would be a reorganisation of local government in Cheshire from April 2009. Cheshire County Council and the six districts of Cheshire namely Chester, Ellesmere Port & Neston, Vale Royal, Macclesfield, Crewe & Nantwich and Congleton, will cease to exist and be replaced by two new unitary councils – Cheshire West and Chester (Cheshire County Council, Chester, Ellesmere Port & Neston and Vale Royal) and Cheshire East (Cheshire County Council, Congleton, Crewe & Nantwich and Macclesfield).
- 1.5 Local government reorganisation in Cheshire will radically affect the drawing up of development plans covering the area. All four councils which currently cover Cheshire East (Cheshire County Council, Congleton, Crewe & Nantwich and Macclesfield Borough Councils) will be abolished on 31<sup>st</sup> March 2009 and a new unitary authority established.
- 1.6 The new unitary authorities have been set up with the aim of streamlining and improving the delivery of local services, as well as promoting greater community involvement. The Unitary Authority will be facing challenges not only of its own in bringing together the four authorities, but also with respect to changes in the Planning Bill; new planning Regulations and guidance and the potential for joint working.

## **Cheshire East in Context**

- 1.7 Cheshire East has a population of 358,900 and an area of 116,638 hectares. In addition to 'Cheshire West and Chester' on the west, East Cheshire is bounded by the Manchester conurbation to the north, the Peak District

National Park to the east, and Stoke-on-Trent to the south. It contains the industrial town of Crewe, the old mill towns of Macclesfield, Bollington and Congleton, the market towns of Nantwich, Knutsford and Sandbach, the salt town of Middlewich, the commuter town of Wilmslow, as well as the smaller settlements of Alsager, Holmes Chapel and Poynton.

- 1.8 Cheshire East has quite diverse features and characteristics reflecting its location within the Cheshire Plain, but close to the Manchester City Region, the Potteries conurbation and the uplands of the Peak District.
- 1.9 Much of the northern part of the authority and a smaller area to the east lie within the Green Belt which is intended to prevent urban sprawl by keeping the land permanently open, in order to safeguard the countryside and to assist in the urban regeneration of the neighbouring Manchester City Region and the Potteries conurbation. Cheshire East also has a number of other designated areas where development is restricted, including the Jodrell Bank Consultation Zone, which restricts development near to the Radio Telescope. The map below highlights some of the key features within Cheshire East.
- 1.10 There are a number of issues within Cheshire East which will need to be considered within the LDF, these include:
  - Affordability of housing;
  - Supply and distribution of housing;
  - Regeneration of the town centres;
  - Maintaining viable rural communities;
  - Changes in education provision;
  - Facilities for children and young people;
  - Pockets of deprivation;
  - Reducing anti-social behaviour
  - Protection of the natural environment;
  - Achieving sustainable management of waste resources;
  - Enhancement of the historic environment;
  - An ageing population;
  - High dependency on the car;
  - Provision of national minerals such as silica sand and salt; and aggregates;
  - Provision of an appropriate range and variety of employment land;
  - Reducing worklessness and improved skills
  - Congestion on key transport routes;
  - Improving road safety
  - The availability of public transport;
  - Major developments, such as Manchester Airport; and
  - Climate change.

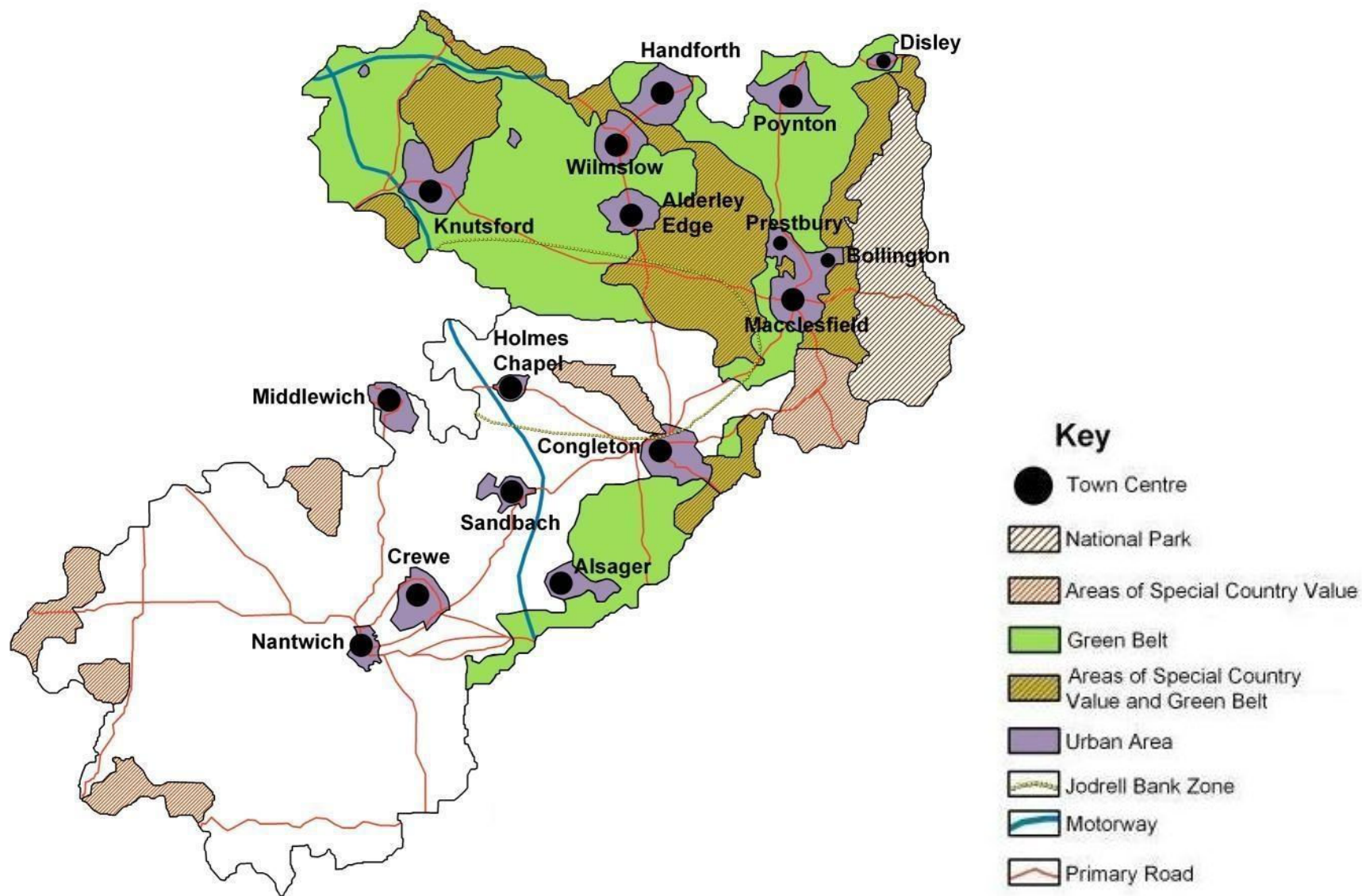


Diagram 1: Map of Cheshire East

## 2 Local Development Framework

2.1 The local development framework is a collection of documents that will form the planning policy basis for the Cheshire East authority. This shown diagrammatically in Appendix 4 (Diagram 1).

2.2 The document that will make up the LDF are:

### **Local Development Scheme (LDS) (this document)**

2.3 This document provides the starting point to the preparation of the LDF the Government requires local planning authorities (LPAs) to submit a Local Development Scheme to the Secretary of State. The LDS will be a statutory project management plan for the preparation of the LDF covering at least three years.

### **Development Plan Documents (DPDs)**

2.4 Development Plan Documents (DPDs), together with the Regional Spatial Strategy (RSS), will form the statutory development plan for the Authority. DPDs must be in conformity with the RSS. They will be subject to independent assessment at an Examination by an Inspector, whose report will be binding.

2.5 DPDs include the following types:

**Core Strategy** – This sets out the vision for the area and the primary policies for meeting that vision together with housing and employment provisions in accordance with the Regional Spatial Strategy (RSS). It may also allocate strategic sites for development, which should be central to achievement of the strategy. National advice is that this document should be produced as a priority, in a timely and efficient manner.

**Site Specific Allocations** – this will set out the detailed policies and proposals to deliver and guide land allocated for specific purposes.

**Proposals Map** – This will be on an Ordnance Survey base. It will show area of protection and illustrate locations and identify sites for particular land uses and development proposals included in the adopted plan and set out the areas to which specific policies apply. Separate inset maps may also be included. The proposals map will be updated every time a DPD is adopted.

**Area Action Plans** – These may be used to provide a planning framework for areas of change and areas of conservation.

### **Supplementary Planning Documents (SPDs)**

2.6 Supplementary Planning Documents (SPDs) may cover a range of issues, both thematic and site specific, which may expand policy or provide further detail on policies in a DPD. They may take the form of design guides, area development briefs, master plans or issue-based documents which supplement policies in a DPD. SPDs will not be subject to independent examination and will not form part of the statutory Development Plan but

should be included in the LDF. They will be 'material considerations' in Development Control decisions.

### **Statement of Community Involvement (SCI)**

- 2.7 This will set out how the Council intends to achieve continuous community involvement in the preparation of Local Development Documents (LDDs) in their area.

### **Annual Monitoring Report (AMR)**

- 2.8 The Annual Monitoring Report (AMR) sets out progress in terms of producing LDDs and implementing policies. Monitoring performance of the LDF is a key requirement of government guidance on Development Plans. Continual monitoring of targets and indicators is essential to maintain progress and to ensure that development documents are delivering what they set out to achieve.

## 3 Purpose of the Local Development Scheme

### **Purpose of the Local Development Scheme**

- 3.1 This document is the Cheshire East Council's Scheme for the next three years and beyond. It sets out the rolling programme that the Cheshire East Council intends to follow in the production of its LDF. Its main purposes are:
- To inform the community and other partners of the LDDs that will make up the LDF for the area and the timescales they can expect for their preparation; and
  - To establish the Council's priorities for the preparation of the LDDs and their associated work programmes, including information in relation to programme management and resources.

### **New PPS12 and Regulations**

- 3.2 A new planning policy statement (PPS) - PPS12 "Creating Strong Safe and Prosperous Communities through Local Spatial Planning" was published by Communities and Local Government (CLG) on 4<sup>th</sup> June 2008. It is accompanied by an online 'plan making manual' and a revised set of regulations governing LDF preparation. This new PPS and the 'plan-making manual' replace the old PPS 12 'Local Development Frameworks' and its companion guide 'Creating LDFs'. One of the key elements of this revised PPS is to present the 'tests of soundness' in a different and more simple way, rather than the previous 9 tests, DPDs now need to be 'justified', 'effective' and consistent with National Policy. Another change is that Core Strategies may now allocate strategic sites for development.
- 3.3 The Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008 came into force on 27<sup>th</sup> June and updated the 2004 regulations. The amended regulations change the procedure for preparing local development plans. The Issues and Options and Preferred Options stages of consultation are combined to create a single stage. The submission stage also changes so that the statutory period for making representations will occur before submission. This will give the local authority a greater opportunity to consider representations before the examination and will also potentially reduce the length of time between submission and the start of any oral hearing.
- 3.4 Other procedural changes may follow the enactment of the Planning Bill currently in Parliament. Including the introduction of the Community Infrastructure Levy (CIL), this will allow the Authority to introduce a charge on development for infrastructure provision, the CIL is likely to form part of the LDF and will be subject to examination.

### **Transitional regulations for Local Government Reorganisation**

- 3.5 CLG has also issued a draft of Regulations to assist the preparation of LDFs in new unitary Councils. Government's general policy in respect of land use planning functions in the context of local government restructuring is that the

Shadow Council leading the transition to unitary status becomes the local planning authority (LPA) except in relation to development control (ie. decisions relating to planning applications will continue to be undertaken by existing districts). The Shadow Council is required to submit a LDS to the Secretary of State by the end of December 2008.

- 3.6 In the absence of a Statement of Community Involvement (SCI) for the new unitary, the authority is required by law to meet the minimum requirement for consultation set out in the Regulations. However, each of the predecessor Councils had an adopted SCI and we will strive to meet the standards in those documents until such a time as a SCI for Cheshire East is produced. A SCI for Cheshire East will be produced at the earliest possible opportunity, whilst allowing for appropriate community consultation and involvement from the Cheshire East Local Strategic Partnership.

### **Local Development Scheme Milestones**

- 3.7 The new PPS12 indicates that the LDS should set out the following DPD milestones:
- Consulting statutory bodies on the scope of the Sustainability Appraisal
  - Publication of the DPD
  - Submission of the DPD
  - Adoption of the DPD
- 3.8 In addition it is recommended that the LDS also sets out the following additional DPD elements:
- Regulation 25 consultation
  - Pre-examination meeting
  - Examination Hearing
  - Receipt of the Inspectors Report
- 3.9 The new Regulation 25 consultation provides a more flexible stage of engagement in which reasonable alternatives can be evaluated and consulted upon. This stage is likely to encompass a variety of consultation and involvement techniques over a variety of time periods. It is also possible that consultation undertaken on the Sustainable Community Strategy (SCS) could include a number of areas which are covered by both the SCS and the Core Strategy.
- 3.10 Under the current Planning Bill, amendments would be made to the 2004 Act relating to the preparation and revision of SPDs. Until this is in force the LDS should continue to set out the timetable for producing SPDs, giving the timings of production of the draft SPD and its adoption. If the Planning Bill does remove the need to list SPDs within the LDS, their progress can still be tracked through the authority's Annual Monitoring Report (AMR).

### **Content of LDS**

- 3.11 The LDS sets out:
- The present Development Plan for Cheshire East and the existing policies that are saved;

- The LDDs that are to be prepared over the forthcoming 3-year period to replace existing policies, and whether they are to be DPDs or SPDs;
- The subject matter and the geographical area to which each LDD relates;
- Which, if any, are to be prepared jointly with other local planning authorities; and
- The arrangements for future monitoring of the LDF, including the timetable for the preparation and review of the LDDs.

3.12 The LDS also covers the following matters:

- The evidence base for the LDDs;
- Arrangements for community involvement and the relationship to the Sustainable Community Strategy (SCS) and other Council strategies;
- Resources and the project management arrangements for the LDDs preparation;
- Sustainability Appraisal (SA) and Habitats Regulations Assessment (HRA); and
- An assessment of the risks involved in the LDF's production.

## 4 Existing Development Plan for Cheshire East

- 4.1 The Development Plan forms the starting point in the consideration of planning applications for the development or use of land and consists of both the Regional Spatial Strategy (RSS), prepared by the regional planning bodies, saved policies from the Cheshire Structure Plan and the Local Plans prepared by Congleton, Crewe and Nantwich and Macclesfield Borough Councils and Cheshire County Council. The purpose of preparing the Cheshire East LDF is to replace these saved policies.

### **Regional Spatial Strategy**

- 4.2 The Regional Spatial Strategy (RSS) for the North West (2003) will be replaced by a new RSS. The North West Regional Assembly (NWRA) submitted a draft version of the new RSS in January 2006. Following this, an independent panel held an examination in public into the new draft RSS between November 2006 and February 2007. The panel subsequently published a report making a number of recommendations for changes to the new draft RSS. The Secretary of State has produced a document detailing a number of proposed changes to the new draft RSS which was published for public consultation until 23rd May 2008. Following consideration of all the responses to the proposed changes, the Secretary of State intends to publish the final version of the new RSS on 30<sup>th</sup> September 2008.

### **Regional Spatial Strategy Partial Review**

- 4.3 As the successor organisation to the NWRA, the Regional Leaders' Forum (4NW) is responsible for progressing the RSS Partial Review and will also be the only organisation that will have responsibility to agree and sign off the single regional strategy. 4NW operates with a board structure, with council leaders from each of the five sub-regions, Cumbria, Cheshire, Lancashire, Merseyside and Greater Manchester, along with seven representatives from the private, non-governmental sector.
- 4.4 Even prior to the publication of the final version of the RSS later this year, a need has been identified to further update specific policy areas of the strategy in response to the recommendations of the independent panel's report, recent developments in government policy, and new research and evidence.
- 4.5 On 16th November 2007 4NW, as the Regional Planning Body, agreed to undertake a partial review of RSS covering a number of issues focused on housing, renewable energy and waste. It was also agreed to look at policies relating to Gypsies and Travellers, Travelling Showpeople and the regional parking standards. 4NW has recently produced a series of papers setting out the issues and some options for dealing with the issues in each policy area. These were published for public consultation between 2<sup>nd</sup> June and 4<sup>th</sup> July.
- 4.6 4NW are currently revising the timetable for the Partial Review, due to a recent decision to change the scope of the Partial Review of RSS, to focus on a limited number of discrete technical issues addressing strategic gaps in RSS

policy. The Partial Review will now focus on Gypsies & Traveller's, Travelling Showpeople and Regional Car Parking standards.

### **Integrated Regional Strategy**

- 4.7 Following proposals set out in the Government's Sub National Review of Economic Development and Regeneration, the North West Development Agency (NWDA), the Regional Leaders' Forum (4NW) and the Government Office for the North West (GONW) agreed that the region should work together over the next two years to produce a Northwest Regional Strategy. This will bring together spatial, economic and environmental strategies and investment plans in order to create the conditions for achieving higher levels of sustainable economic and social well being while strengthening the Northwest's contribution to tackling climate change.
- 4.8 The strategy will be spatially focussed and will:
- Refresh economic development actions and build on the 2006-9 Regional Economic Strategy (RES);
  - Integrate priorities in the Regional Housing Study (RHS), Regional Spatial Strategy (RSS) and the RSS Partial Review with sustainable economic priorities in a strategic review;
  - Set out a delivery and implementation plan with actions and accountability for all relevant partners.
- 4.9 Although the strategy will not be statutory, its development will allow the region to prepare a statutory Integrated Regional Strategy quickly and effectively after the necessary legislative changes, which are unlikely to occur before 2010. Until these legislative changes take place, the RSS will remain the statutory basis for spatial planning.

### **Local Planning Policy**

- 4.10 The **Congleton Borough Local Plan First Review** sets out the planning policies and proposals for the Borough until 2011. This document has been through inquiry and modification stages and was adopted by the Council on 27<sup>th</sup> January 2005.
- 4.11 The **Crewe and Nantwich Replacement Local Plan 2011** (Adopted February 2005), covers the whole of the Borough of Crewe and Nantwich and it relates to development up to the year 2011.
- 4.12 The **Macclesfield Borough Local Plan** (Adopted January 2004) contains the planning policies and proposals to shape the environment of the whole Borough up to 2011.
- 4.13 The **Cheshire Replacement Waste Local Plan** has been prepared under the transitional arrangements and was subject to a local plan inquiry in 2006. It was adopted in July 2007 and covers the period to 2017. The plan is pan Cheshire and provides planning policies and allocations relating to future waste development.

- 4.14 The **Cheshire Replacement Minerals Local Plan**, was adopted in 1999 and covers a period to 2007. The document is pan Cheshire and provides planning policies and proposals relating to mineral development.
- 4.15 **Cheshire County Structure Plan, Cheshire 2016.** A number of the policies within this document are in the process of being saved through the RSS review, see appendix 1 for details. The policies to be saved are identified as filling a policy void in the present development plan system.
- 4.16 A significant number of the policies contained within these Local Plans have been 'saved' by the Secretary of State, or are still relevant a full list of all the saved policies can be seen in Appendix 1. 'Saving' policies means that these policies will remain part of the statutory Development Plan and can still be used to determine planning applications.

### **Existing Supplementary Planning Documents (SPDs)**

- 4.17 The following Supplementary Planning Documents (SPDs), which are not part of the development plan, have been adopted and are a material consideration in planning decisions.
- 4.18 **Congleton:**
- Affordable Housing and Mixed Communities (April 2006)
  - Trees and Development (October 2006)
  - Sustainable Development (April 2005)
  - Rural Development (July 2008)
  - Mid Point 18 Development Brief (February 2007)
- 4.19 **Crewe and Nantwich:**
- P Way Development Brief (September 2005)
  - Stapeley Water Gardens Development (September 2006)
  - Crewe Rail Gateway (September 2006)
  - Extensions and Householder Development (July 2008)
  - Development on Backland and Gardens (July 2008)
- 4.20 **Macclesfield:**
- Locally Important Buildings (February 2008)
  - Prestbury Village Design Statement (May 2007)
  - Supplementary Planning Document for Poynton (May 2007)
  - Nature Conservation Strategy (October 2006)
  - Designing Out Crime (January 2006)
  - Supplementary Planning Document for Bollington (January 2006)

### **Existing Supplementary Planning Guidance (SPGs)**

- 4.21 The following Supplementary Planning Guidance notes (SPG), which are not part of the development plan, have also been adopted and will continue to be material considerations.
- 4.22 **Congleton:**

- Public Open Space (October 2003)
- Provision of Private Open Space (November 1993)
- Shop Front Security (September 1994)
- Telecommunications Development (July 2004)
- Sandbach Business Park (October 1989)
- Arclid Hospital (July 1992)
- ERF Site, Sandbach (September 1999)
- Danesford School, Congleton (January 1997)
- Cranage Hall (September 1996)

**4.23 Crewe and Nantwich:**

- Basford East Strategic Industrial and Business Park Development Brief (April 2004)
- Basford West Regional Warehouse and Distribution Park Development Brief (April 2004)
- Tipkinder Park Supplementary Planning Guidance (February 2003)

**4.24 Macclesfield:**

- Tytherington Business Park (April 1989)
- South Macclesfield Development Area (December 1998)
- Alderley Park Planning Brief (April 1999)
- Rieter Scragg, Langley Development Brief (January 2000)
- Stamford Lodge Development Brief (2002)
- Floodlighting (Originally adopted June 1998; policy in MBLP Jan 2004; SPG reproduced April 2005)
- Equestrian facilities (Adopted August 2002; policy in MBLP Jan 2004; reproduced Jan 2005)
- Trees & Development Guidelines (February 2004)
- Areas of Archaeological Potential (February 2004)
- Shopfronts and Security Shutters Guide (January 2003)
- Conservation Area Appraisal for Alderley Edge (June 2004)
- Dingle Bank Quarry (July 2004)
- Housing Character Areas (July 2004)
- Section 106/Planning Obligations (June 2004)

## 5 Proposed Cheshire East Local Development Framework

- 5.1 The table below sets out the schedule of proposed Local Development Documents (LDDs), including: a brief description for each LDD; key consultation milestones; the specific LDD's status within the Local Development Framework (LDF) process; its position in the chain of conformity; and a brief description of the LDD's contents. Detailed profiles of each of the Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) can be found in Appendix 2.
- 5.2 Based on the experience of Local Planning Authorities at the forefront of the process it has become clear that it is crucial to have an appropriate evidence base and to ensure that there is sufficient time between the Core Strategy document and subsequent key development plan documents to enable a coherent and consistent policy approach within the Cheshire East LDF.

Development Plan Documents (DPDs)													
Title	Status	Description	Geographic Coverage	Conformity	Timetable								
					Commence ment	SA Scoping	Regulation 25 consultation	Publication of the DPD	Submission	Pre-hearing meeting	Start of Examination hearing	Inspectors Report	Adoption
Core Strategy	DPD	Sets out the Vision, Objectives and Strategy for the spatial development of the area, and may include strategic sites.	Authority wide	General conformity with the RSS and PPGs/ PPSs.	Nov 2008	<b>April 2009</b>	Nov 2008 – Oct 2010	<b>Nov 2010</b>	<b>April 2011</b>	June 2011	Sept 2011	Jan 2012	<b>April 2012</b>
Site Specific Allocations	DPD	Contains detailed policies and proposals to deliver and guide land allocated for specific uses.	Specific sites Authority wide	General conformity with the PPGs/ PPSs, RSS and the Core Strategy DPD.	April 2010	<b>Sept 2010</b>	April 2010 – Mar 2012	<b>April 2012</b>	<b>Sept 2012</b>	Nov 2012	Jan 2013	May 2013	<b>Sept 2013</b>

Development Plan Documents (DPDs)													
Title	Status	Description	Geographic Coverage	Conformity	Timetable								
					Commence ment	SA Scoping	Regulation 25 consultation	Publication of the DPD	Submission	Pre-hearing meeting	Start of Examination hearing	Inspectors Report	Adoption
Minerals policies and allocations	DPD	Contains the detailed development control policies and allocations for Minerals development, where applicable.	Authority wide	General conformity with the MPGs/MPS/PPGs/ PPSs, RSS and the Core Strategy DPD.	April 2010	<b>Sept 2010</b>	April 2010 – Mar 2012	<b>April 2012</b>	<b>Sept 2012</b>	Nov 2012	Jan 2013	May 2013	<b>Sept 2013</b>

Supplementary Planning Documents (SPDs)							
Title	Status	Description	Geographic Coverage	Conformity	Timetable		
					SA Scoping	Draft SPD	Adoption
MMU Campus Development Brief	SPD	Development Brief for proposed mixed-use allocation.	Site specific	Conforms with Development Proposals of the saved Congleton Local Plan.	April 2005	Aug – Sept 2008	Dec 2008
Local List	SPD	Identifies locally important buildings deemed worthy of retention.	Authority wide	Conforms with the saved policies of the Congleton, Macclesfield and Crewe and Nantwich Local Plans.	Oct – Nov 2008	Dec 2008 – Jan 2009	Mar 2009

Supplementary Planning Documents (SPDs)							
Title	Status	Description	Geographic Coverage	Conformity	Timetable		
					SA Scoping	Draft SPD	Adoption
Alsager Town Centre	SPD	Provides the context for the future development of Alsager Town Centre.	Site specific	Conforms with policies of the saved Congleton Local Plan.	Oct – Nov 2008	Jan - Feb 2009	May 2009
Smallwood Village Design Statement	SPD	Sets out design guidance within the Parish.	Site specific	Conforms with the saved policies of the Congleton Local Plan.	Oct – Nov 2008	Mar – April 2009	Sept 2009
Prestbury	SPD	Provides planning policy guidance within the Parish of Prestbury.	Site specific	Conforms with the saved policies of the Macclesfield Local Plan.	Oct – Nov 2008	Mar – April 2009	Sept 2009
Over Peover	SPD	Provides planning policy guidance within the Parish of Over Peover.	Site specific	Conforms with the saved policies of the Macclesfield Local Plan.	Oct – Nov 2008	Mar – April 2009	Sept 2009
Heritage and Conservation	SPD	Provides detailed advice on heritage and conservation in the built environment.	Authority wide	Conforms with the saved policies of the Congleton, Macclesfield and Crewe and Nantwich Local Plans.	Nov - Dec 2008	May – June 2009	Nov 2009
Open Space	SPD	Provides guidance that will lead to appropriate level and design of open space within development.	Authority wide	Conforms with the saved policies of the Congleton, Macclesfield and Crewe and Nantwich Local Plans.	June – July 2009	Nov – Dec 2009	May 2010

Supplementary Planning Documents (SPDs)							
Title	Status	Description	Geographic Coverage	Conformity	Timetable		
					SA Scoping	Draft SPD	Adoption
Congleton Town Centre	SPD	Provides the context for the future development of Congleton Town Centre.	Site specific	Conforms with the saved policies of the Congleton Local Plan.	Sept - Oct 2009	Feb - Mar 2010	Sept 2010
Planning Obligations	SPD	Provides guidance on the approach to negotiating planning obligations arising from development.	Authority wide	Conforms with the saved policies of the Congleton, Macclesfield and Crewe and Nantwich Local Plans.	Nov – Dec 2009	Mar – April 2010	Sept 2010

## Local Development Documents in previous Local Development Schemes

- 5.3 Paragraph 18 of The Local Government (Structural Changes) (Transitional Arrangements) Regulations 2008 requires that the LDS specifies any local development document which was referred to in a LDS prepared by a predecessor Council; but will no longer be a LDD under the successor Council's scheme.

Document Title	LDD	Included in the Cheshire East LDS?	Comments
<b>Cheshire County Council:</b>			
Cheshire – core strategy minerals	DPD	No	The unitary authority takes on the previous County Council role as minerals and waste planning authority. Aspects should therefore be incorporated within the core strategy and other DPD documents.
Site specific policies and allocations -minerals	DPD	Yes	Much of the work undertaken on the minerals core strategy and site specific policies and allocations can be utilised.
Cheshire Replacement Waste Local Plan	DPD	N/A	Now adopted in July 2007 under transition regulations.
<b>Congleton:</b>			
Core Strategy	DPD	No	One Core Strategy to be produced for Cheshire East, work undertaken during the production of this document will feed into the Cheshire East document.
Site Specific Allocations	DPD	No	One Site Specific Allocations DPD to be produced for Cheshire East, work undertaken during the production of this document will feed into the Cheshire East document.
Middlewich Canal Corridor AAP	DPD	No	Much of the work undertaken for this document will feed into the Cheshire East Core Strategy and Site Specific Allocations document.
Alsager Town Centre AAP	DPD	No	Much of the work undertaken for this document will feed into the Alsager Town Centre Strategy, Cheshire East Core Strategy and Site Specific Allocations document.
Congleton Town Centre AAP	DPD	No	Much of the work undertaken for this document will feed into the Cheshire

Document Title	LDD	Included in the Cheshire East LDS?	Comments
			East Core Strategy and Site Specific Allocations document.
Conservation Areas	SPD	No	This document has been superseded by a more appropriate document in relation to Heritage and Conservation.
Shop Front Design	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Managing Housing Land Supply	SPD	No	Due to changes in National and Regional policy it is not considered necessary to prepare this document at present.
Public Open Space	SPD	No	An Open Space SPD will be prepared for Cheshire East, work undertaken during the production of this document will feed into the Cheshire East document.
Landscape Character	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Residential Design	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Nature Conservation	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Rural Development	SPD	N/A	This document has since been adopted by Congleton Borough Council.
Alsager Campus	SPD	Yes	Congleton Borough Council is currently consulting upon this document (now titled MMU Campus Development Brief)
Bank Street, Congleton	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Smallwood Village Design Guidance	SPD	Yes	This SPD will continued to be prepared on behalf of Smallwood village.
<b>Crewe and Nantwich:</b>			
Core Strategy	DPD	No	One Core Strategy to be produced for Cheshire East, work undertaken during the production of this document will feed into the Cheshire East document.


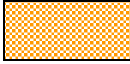

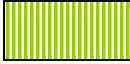
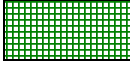

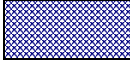

Document Title	LDD	Included in the Cheshire East LDS?	Comments
Housing Policies	DPD	No	Much of the work undertaken for this document will feed into the Cheshire East Core Strategy and Site Specific Allocations document.
Planning Obligations	SPD	Yes	A Planning Obligations SPD will be prepared for Cheshire East.
Extensions / Householder Development	SPD	N/A	This document has since been adopted by Crewe and Nantwich Borough Council.
Development on Backlands and Gardens	SPD	N/A	This document has since been adopted by Crewe and Nantwich Borough Council.
Barn Conversions	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Agricultural Workers Dwellings	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Public Open Space and Play Provision	SPD	No	An Open Space SPD will be prepared for Cheshire East, work undertaken during the production of this document will feed into the Cheshire East document.
<b>Macclesfield:</b>			
Core Strategy / Policies	DPD	No	One Core Strategy to be produced for Cheshire East, work undertaken during the production of this document will feed into the Cheshire East document.
Site Specific Allocations	DPD	No	One Site Specific Allocations DPD to be produced for Cheshire East
General / Generic Policies	DPD	No	This DPD may be included within a future LDS once a need is confirmed and resources are confirmed.
Town Centres Policy	DPD	No	Much of the work undertaken for this document will feed into the Cheshire East Core Strategy and Site Specific Allocations document.
South Macclesfield	DPD	No	Much of the work undertaken for this document will feed into the Cheshire East Core Strategy and Site Specific Allocations document.
Locally Important Buildings	SPD	N/A	This document has since been adopted by Macclesfield Borough Council.

Document Title	LDD	Included in the Cheshire East LDS?	Comments
Macclesfield Town Centre Public Realm	SPD	No	This SPD may be included within a future LDS once resources are confirmed.
Prestbury Village Design Statement	SPD	N/A	This document has since been adopted by Macclesfield Borough Council.
Poynton Parish Plan	SPD	N/A	This document has since been adopted by Macclesfield Borough Council.

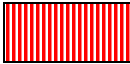


## 6 Timetable for LDD Production

- 6.1 The chart below sets out the timetable and key milestones for the production of each Local Development Document (LDD).
- 6.2 The timetable for the Core Strategy Development Plan Document (DPD) has been produced to reflect the timetable for the North West Regional Spatial Strategy (RSS) and the Cheshire East Sustainable Community Strategy. This is to ensure that the policies included within the Core Strategy can be in general conformity with the policies contained within the RSS and reflects the spatial aspects of the Sustainable Community Strategy.
- 6.3 The timetable for each of the DPDs and SPDs incorporates the time taken for the Habitats Regulations Assessment and Sustainability Appraisal (SA) and where appropriate the Strategic Environmental Assessment (SEA) process.

### Key for DPDs

Sustainability Appraisal Scoping	
Regulation 25 consultation	
Publication of the DPD	
Submission of the DPD	
Pre-hearing meeting	
Start of examination Hearing	
Receipt of the Inspectors Report	
Adoption of the DPD	

### Key for SPDs

Sustainability Appraisal Scoping	
Draft SPD	
Adoption of the SPD	

	LDS Period																							
	2009												2010											
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Saved Policies																								
DPDs																								
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SPDs																								
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Smallwood Village Design Statement																								
Prestbury																								
Over Peover																								
Heritage and Conservation																								
Open Space																								
Congleton Town Centre																								
Planning Obligations																								

## 7 Resources and Project Management

- 7.1 No structure has been set for the delivery of planning policy within the new Authority or the level of staff and financial resources available to it. The Executive Member for People responsible for the LDF work is aware that in order to undertake the authority's statutory function as a Local Planning Authority and to deliver the programme of documents set out in the LDS a team has to be adequately resourced both financially and in staffing terms.
- 7.2 Some elements of the LDF process are likely to involve other service areas such as Development Control, Housing and Leisure. It will be crucial to the LDF process that appropriate resources are allocated in these service areas to areas of work such as Housing Needs and Open Space. There will also be resource implications for other service areas particularly Education, Social Services and Highways and public agencies such as the Central and Eastern Cheshire Primary Care Trust. Consultants may also be engaged to work on some areas of the LDF where there is a lack of expertise or capacity in house.
- 7.3 Further information will also be required to determine the exact route that any LDD will go through in terms of Council procedures as further committees and sub-groups are currently in the process of being set up. Information in relation to the resources and project management of the LDF will be updated in future reviews of the LDS.

### **Joint Working**

- 7.4 One of the culture changes brought about by the LDF is the ability to work jointly between Councils, across the authority and with other organisations. Joint working can be undertaken to ensure that LDF documents are produced more effectively and efficiently. This could be through jointly preparing a DPD or SPD or by working together to produce an appropriate evidence base.

## 8 Evidence Base

- 8.1 The LDF needs to be based on a sound, relevant and up to date evidence base. This evidence base is the information that will be used to support the policies contained within the LDF. This evidence base may well be taken from existing published sources as well as from research carried out by the authority and consultants. LDDs will establish the Council's planning policies. However, in preparing these LDDs, a range of background work has been prepared and collated which needs to be taken account of.
- 8.2 Whilst a number of current background documents have been listed in Appendix 3, it should be noted that the Council may well publish others in the course of preparing LDDs to improve upon the robust and credible evidence base for the LDF.
- 8.3 The list below highlights a number of documents which will be prepared or updated to provide the evidence base for the Cheshire East LDF. It is possible that further documents will be required during the production of the LDF and where possible such additions will be listed in Local Development Scheme (LDS) review documents.
- Annual Monitoring Report
  - Aggregate Resources
  - Census 2001
  - Corporate Strategy
  - Employment Land Monitoring Report
  - Employment Land Review
  - Gypsy & Travellers Study
  - Habitats Regulations Assessment
  - Housing Land Availability Report
  - Infrastructure Study
  - Landscape Character Assessment
  - PPG17 Open Space Assessment
  - Retail Schedule
  - Retail Study
  - South Cheshire Sub-Regional Study
  - State of the Authority Report
  - Strategic Flood Risk Assessment (SFRA)
  - Strategic Housing Land Availability Assessment (SHLAA)
  - Strategic Housing Market Assessment (SHMA) and Housing Needs Survey
  - Sustainability Appraisal
  - Sustainable Community Strategy
  - Tourism Study
  - Transport and Accessibility Studies

## 9 Sustainable Community Strategy

- 9.1 The Government intends that spatial planning objectives for local areas, as set out in the LDF, should be aligned not only with national and regional plans, but also with the shared local priorities set out in the Sustainable Community Strategy (SCS) where these are consistent with national and regional policy. Local authorities should therefore ensure that:
- Their SCS takes full account of spatial, economic, social and environmental issues;
  - Key spatial planning objectives for the area as set out in the LDF Core Strategy are in harmony with the SCS priorities; and
  - The Local Area Agreement (LAA), as the delivery agreement with central Government, is based on the priorities of the SCS supported by the local planning policy to deliver the agreed outcomes. (PPS12 Para 1.6).
- The Sustainable Community Strategy should therefore set out the vision for Cheshire East.
- 9.2 An interim Cheshire East Sustainable Community Strategy has been prepared based upon the existing 4 community strategies and the agreed LAA which will be able to be divided between East and West Cheshire. It is expected that a high level shadow Local Strategic Partnership (LSP) will be in place by January 2009. There is work in progress concerning the future function and structure of the LSP, thematic boards etc.
- 9.3 From April 2009 onwards a new Cheshire East Sustainable Community Strategy will be developed. Joint consultation can be carried out on a draft Cheshire East Sustainable Community Strategy and any LDF options that need to be consulted on. The development of the Cheshire East Sustainable Community Strategy and the Regulation 25 work for the Cheshire East Core Strategy can therefore run in tandem achieving joint consultation with the relevant stakeholders, partners and the community.

## 10 Sustainability Appraisal and Habitats Regulations Assessment

- 10.1 The Government's policy is that Sustainability Appraisal (SA) should incorporate the requirements of the Strategic Environmental Assessment (SEA) Directive (2001/42/EC) which requires a formal environmental assessment of certain plans and programmes including those in the field of Planning and land use. Currently, all LDDs (except the Annual Monitoring Report, Statement of Community Involvement and LDS) are subject to a SA to ensure that they reflect sustainable development objectives, however, it should be noted that the forthcoming Planning Bill may remove the requirement for SPDs to be subject to SA.
- 10.2 The SA forms part of testing the 'soundness' of DPDs to ensure that they are consistent with each other in terms of their objectives and policies. All DPDs are subject to independent examination to assess whether they are sound in terms of their content and the process by which they are produced. SPDs are subject to Statutory procedures in terms of preparation but are not subject to examination.
- 10.3 Habitats Regulations Assessment (HRA) of the DPDs and SPDs will also be undertaken. This relates to Articles 6(3) and (4) of the Habitats Directive (Directive 92/43/EEC) and is concerned with assessing the likely significant effects of land use plans on European Sites (including Ramsar sites). It is the responsibility of the LPA to decide if a HRA is required and to undertake the Appropriate Assessment if it is considered necessary. The purpose of an HRA is to assess the impacts of land use plans upon the conservation objectives of a European Site. HRA could potentially be relevant to all DPDs and SPDs. There is a need to consider proposals for all options in plans and also to consider the impacts of plans in combination. The level of detail is only that required for an HRA to do its job. Impacts should be assessed using the precautionary principal. Natural England can advise on the HRA process. HRA should be tied in with SA and SEA process, however, recent guidance from Natural England suggest that it should be an on-going process as the LDF evolves.
- 10.4 The SA and HRA work will be continually updated as the LDF progresses, with community and stakeholder involvement. The SA of each LDD will be subject to public consultation at the same time as the consultation period of the LDD in question.

## 11 Monitoring and Review

- 11.1 The Government requires that the LDS is annually reviewed and kept up to date by taking account of progress on the programme and monitoring of the evidence base and adopted policies. However, there may be a need to review the LDS more frequently if unforeseen changes occur to the LDF programme.
- 11.2 The LDS will be reviewed through the Annual Monitoring Report (AMR), which in turn will lead to the review of the LDS. The AMR monitors the implementation and effectiveness of policies, from the beginning of April to the end of March. The AMR will be submitted to the Secretary of State before 31st December each year and published following submission.
- 11.3 The AMR will review actual plan progress over the year compared to the targets and milestones for LDD preparation set out in the LDS. It will assess:
- whether the Council is meeting, or is on track to meet, the targets and consultation milestones set out in the LDDs;
  - if the Council is falling behind schedule or has failed to meet a target or milestone, the reasons for this;
  - the need to update the LDS in light of the above, and if so, the necessary steps and timetable;
  - whether any policies need to be replaced to meet sustainable development objectives; and
  - what action needs to be taken if policies need to be replaced.
- 11.4 The AMR is also used to monitor both National and Local Indicators to provide evidence, and allow for monitoring of the LDF. In July 2008 a number of the National Indicators were updated to better reflect Government guidance.
- 11.5 Due to the current monitoring situation it is expected that Cheshire County, Congleton, Crewe and Nantwich and Macclesfield Borough Councils will monitor the 2007/08 period individually<sup>1</sup>. However, in subsequent years a single AMR will be produced by Cheshire East covering the entirety of the new Authority, although it may take a little time to ensure that the monitoring is undertaken consistently across the new Authority.

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<sup>1</sup> Links to the AMR can be found in Appendix 3.

## 12 Risk Assessment

12.1 Government guidance requires that the LDS should contain a risk assessment that identifies all possible risks that could be encountered in the implementation of this LDS. The following table identifies those risks. The key risk is at present Local Government Reorganisation. With no decisions over the level of staff; location of staff and budget/resourcing it may well be that this LDS needs to be reviewed quite quickly, once this information becomes available.

No.	Risk	Commentary (where appropriate)	Problem	Mitigation Measures	Risk Assessment (Probability x Impact)
1	Local Government Reorganisation.	<p>Four authorities are being brought together to form East Cheshire. The new East Cheshire will be the LPA in April 2009. Transitional arrangements are in hand Summer 2008.</p> <p>As we draft this document there is a lack of information on resources to carry out the LDF (both staffing and financial) as well as location of the Service and staff and Service / Departmental priorities.</p> <p>Co –location of key linked services has yet to be decided.</p>	<p>- Programme slippage</p> <p>-objectives on quality compromised</p> <p>-Work can not be progressed;</p>	<p>The Council has taken a realistic and pragmatic view when putting together the work programme.</p> <p>Budget needs to be kept under review once allocated, including the potential for reassessment of work programme.</p> <p>Need to consider how remote working can be managed and programme management kept to schedule.</p>	4 x 5 = <b>20</b>

No.	Risk	Commentary (where appropriate)	Problem	Mitigation Measures	Risk Assessment (Probability x Impact)
2	Staff turnover /inability to recruit / loss of staff /staff motivation / staff absence.	There are significant uncertainties for staff within the authorities prior to vesting day. Staff may well leave which may also lead to a loss of experienced staff. Recruitment may well be difficult.	-the need to reschedule the LDS. Requirement to buy in expertise.	It is expected that staff resources will be drawn from the planning services of all four authorities. Day one needs are being considered at the outset. Staff are being kept informed of progress. Use of temporary staff and consultants may be considered although this will be dependant upon budget.	$4 \times 4 = 16$
3	National / regional changes to policy through PPS/RSS etc		Additional work will be required to comply with the guidance/policy.	Keep up to date with emerging policy/ guidance and have an input into such policy where appropriate.	$4 \times 4 = 16$
4	Culture Change and challenge	The new authority has to hit the floor running. There may well be steep learning curves for politicians and staff alike.	Disenfranchisement and programme slippage.	Set out a clear vision and ensure strong leadership. Carry out staff and councillor training.	$4 \times 4 = 16$
5	Political delay	Council meeting dates and procedures still to be formalised. New work areas being taken on that some Councillors may not be familiar with.	Deferring decision making or the inability to meet the identified draft dates for Council.	Involvement of members at an early stage in the process. Council dates (where available) have been considered in the programme timetable. Councillor training	$3 \times 4 = 12$
6	DPD fails test of soundness		DPD cannot be adopted without	Work closely with GONW & PINs to ensure risk is minimised.	$2 \times 5 = 10$

No.	Risk	Commentary (where appropriate)	Problem	Mitigation Measures	Risk Assessment (Probability x Impact)
			additional work or may well need to have the core strategy approved prior to submission of the DPD.	Utilise soundness toolkit.	
7	Legal challenge		Adopted LDD quashed.  Additional work loads.	Ensure robust and up to date evidence base. Audited stakeholder and community engagement.	$2 \times 5 = 10$
8	Joint working with other internal departments and or external authorities	More complex management of the process – needs continual agreement between parties with a potential for delay  Joint working needs close political management and risk may arise were one of the authorities pull out at a late stage	Cause a slippage in programme	Ensure that timescales for DPD's is realistic and reflect partner authorities ability to contribute to joint working.  Ensure commitment to milestones, dates and resource allocations from relevant parties in advance.  Political liaison.	$2 \times 4 = 8$
9	Project team required to undertake other unforeseen work	Resources are finite. The project team and work area are still to be decided, there may well be instances	Cause slippage in the programme.	Make LDF a corporate priority.  Identify core staff to be shielded from other work.	$2 \times 3 = 6$

No.	Risk	Commentary (where appropriate)	Problem	Mitigation Measures	Risk Assessment (Probability x Impact)
		where the team are called upon to input in to other priority areas of the Authority.		Staff training.	
10	Volume of work greater than anticipated	This may well be, for example, a higher number of representations than expected, particularly given the boundary changes, new work areas etc.	Cause slippage in the programme.	Ensure timetable is realistic and has a degree of built in flexibility.  Monitor against LDS.  Consider resources available at peak times.	$2 \times 3 = 6$
11	IT and remote working	Uncertainties remain over how the 4 old authorities will be united and how remote working can be utilised. IT plays a significant part in the new authority's ability to deliver.	Cause slippage in the programme.	Pre day one issue that needs to be considered from the outset.	$2 \times 3 = 6$
12	Linkages to SCS	SCS is quicker and less rigorous process.  Some LSP partners may become impatient with I&O /evidence based work.  Procedural synchronicity required. SCS contains much which	Poor understanding of the process and slippage in the programme.	Ensure key linkages internally within the Authority and with key stakeholders.  Staff and Councillor training.	$1 \times 5 = 5$

No.	Risk	Commentary (where appropriate)	Problem	Mitigation Measures	Risk Assessment (Probability x Impact)
		is non spatial.			
13	Consultation fatigue /overload		Lack of response. Lack of understanding of vision.	Link to SCS wherever practicable.	$2 \times 2 = 4$
14	The capacity of the Planning Inspectorate (PINS) and GONW		Inability of PINS or the GONW to meet deadlines due to nationwide demand will lead to delays in adoption.	This is outside of the Council's control, however PINS and the GONW have been consulted on the proposed timetable for the production of the LDS documents. PINS and the GONW consider this timetable to be acceptable.	$1 \times 4 = 4$
15	LDF programme too ambitious		May result in key milestones within the LDS not being met.  Programme slippage.	The Council has taken a realistic view to the programme. Resources will be requested to manage the programme. The LDF is now a priority of the council.	$1 \times 3 = 3$
16	Secretary of State directs revisions /changes to the LDS		- Approval of LDS delayed;  - Cause overall slippage in LDF programme	Close liaison with Government Office on emerging LDS.	$1 \times 2 = 2$

## Appendix 1: Saved Policies

- 12.2 Under the Planning and Compulsory Purchase Act 2004 adopted structure and local plan policies are saved for 3 years from whichever is the later of:
- The date of the commencement of the Act [27th September 2004] or
  - The date the plan was adopted.
- 12.3 However, the Act does allow the Secretary of State to extend the saving of policies beyond that date. Providing that the policies to be extended comply with the following criteria:
- Where appropriate, there is a clear central strategy
  - Policies have regard to the community strategy for the area
  - Policies are in general conformity with the regional spatial strategy
  - Policies are in conformity where the LDF Core Strategy has been adopted
  - There are effective policies for any parts of the authority's area where significant change in the use or development of land or conservation of the area is envisaged, and
  - Policies are necessary and do not merely repeat national or regional policy.

### **Cheshire 2016 Replacement Structure Plan**

The Planning and Compulsory Purchase Act 2004 includes a mechanism whereby structure plan policies can be saved for a period of up to three years from commencement of the Act or adoption of the Structure Plan (December 2005). Scope exists for the Regional Planning Board, in discussion with the Structure Plan authority, to consider whether any policies should be saved for a longer period, in order to fill a policy void. The Secretary of State will then decide whether such policies should be saved. In the RSS proposed changes, the Secretary of State has identified the following policies in the Cheshire Structure Plan which should be saved in this way:

GEN 5 – Jodrell Bank Zone  
HOU6 – caravan sites for gypsies  
T4 - Strategic improvements to the transport network  
T5 - Former railway infrastructure  
T8 - Improvements to the rail network  
T9 - Motorway and trunk road networks  
T10 -Roadside services.

The County Council has made representation to 4NW on saving a small number of other policies and / or suggesting relevant changes to the RSS to accommodate the following Structure Plan policies:

R6 - Electricity generation from non renewable fuels  
GEN3 - General requirements for the quality of new development  
GEN8 – Regional Parks  
IND3 - Freight movements  
T7 – Parking  
TR3 -Visitor accommodation  
TR4 – Extensive outdoor recreation

A formal decision will be made as part of the adoption of RSS in autumn 2008.

### **Cheshire Replacement Waste Local Plan**

All policies within the Cheshire Replacement Waste Local Plan are saved for a period of three years from adoption, from July 2007 until July 2010. If after this date it is still necessary to 'save' the policies of the Cheshire Replacement Waste Local Plan it will then be possible to request a further extension from the Secretary of State.

**DIRECTION UNDER PARAGRAPH 1(3) OF SCHEDULE 8 TO THE PLANNING  
AND COMPULSORY PURCHASE ACT 2004  
POLICIES CONTAINED IN THE CHESHIRE REPLACEMENT MINERALS LOCAL  
PLAN (JUNE 1999)**

The Secretary of State for Communities and Local Government in exercise of the power conferred by paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 directs that for the purposes of the policies specified in the Schedule to this direction, paragraph 1(2)(a) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 does not apply.

Signed by authority of the  
Secretary of State

Steven Fyfe  
Head, Local Planning Team  
Government Office for the North West  
18 September 2007

## **SCHEDULE**

### **POLICIES CONTAINED IN THE CHESHIRE REPLACEMENT MINERALS LOCAL PLAN (ADOPTED JUNE 1999)**

#### **CHAPTER 2 – MINERALS - GENERAL**

Policy 1 - Sustainability

Policy 2 - Need

Policy 3 – Aggregate Reserves

Policy 4 – Alternative Sources of Aggregates

Policy 5 – Safeguarding High Quality Mineral

Policy 6 – Prior Extraction

Policy 7 – Mineral Consultation Areas

Policy 8 - Review

Policy 9 – Planning Applications

Policy 10 – Geological Content of Planning Applications

Policy 11 – Pre-Application Discussions

Policy 12 - Conditions

Policy 13 – Planning Obligations/Legal Agreements

Policy 14 – Areas of Special County Value (ASCV)

Policy 15 - Landscape

Policy 16 – Plant and Buildings

Policy 17 – Visual Amenity

Policy 18 – Jodrell Bank Zone

Policy 19 - Archaeology

Policy 20 - Archaeology

Policy 21 - Archaeology

Policy 22 – Nature Conservation

Policy 23 – Nature Conservation

Policy 24 – Built Heritage and Historic Environment

Policy 25 – Groundwater/ Surface Water/ Flood Protection

Policy 26 - Noise

Policy 27 - Noise

Policy 28 – Dust

Policy 29 – Agricultural Land

Policy 30 – Agricultural Land – Silica Sand

Policy 31 – Cumulative Impact  
Policy 32 – Advance Planting  
Policy 33 – Public Rights of Way  
Policy 34 - Highways  
Policy 35 - Alternative forms of transport  
Policy 36 – Secondary Operations  
Policy 37 – Hours of Operation  
Policy 38 - Blasting  
Policy 39 – Stability and Support  
Policy 40 – Mine Waste Disposal  
Policy 41 - Restoration  
Policy 42 - Aftercare  
Policy 43 – Liaison Committees

#### **CHAPTER 5 – COAL**

Policy 44 – Opencast Coal

#### **CHAPTER 6 – SAND AND GRAVEL**

Policy 45 – Sand and Gravel Landbank  
Policy 46 – Future Sand and Gravel Extraction  
Policy 47 – Sand and Gravel Area of Search

#### **CHAPTER 7 - HYDROCARBONS**

Policy 48 - Hydrocarbons

#### **CHAPTER 8 – PEAT**

Policy 49 - Peat

#### **CHAPTER 9 – SALT**

Policy 50 – Natural Brine Pumping  
Policy 51 – Future Rock Salt Extraction  
Policy 52 – Future Controlled Brine Extraction

#### **CHAPTER 10 – SANDSTONE**

Policy 53 – Crushed Rock Landbank

**CHAPTER 11 – SILICA SAND**

Policy 54 – Future Silica Sand Extraction

**DIRECTION UNDER PARAGRAPH 1(3) OF SCHEDULE 8 TO THE PLANNING  
AND COMPULSORY PURCHASE ACT 2004  
POLICIES CONTAINED IN CONGLETON BOROUGH LOCAL PLAN  
(ADOPTED JANUARY 2005)**

The Secretary of State for Communities and Local Government in exercise of the power conferred by paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 directs that for the purposes of the policies specified in the Schedule to this direction, paragraph 1(2)(a) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 does not apply.

Signed by authority of the  
Secretary of State

Steven Fyfe  
Head, Local Planning Team  
Government Office for the North West  
25 January 2008

## **SCHEDULE**

### **POLICIES CONTAINED IN CONGLETON BOROUGH LOCAL PLAN (ADOPTED JANUARY 2005)**

#### **1. Chapter 2 – Plan Strategy**

Policy PS3: Settlement Hierarchy  
Policy PS4: Towns  
Policy PS5: Villages in the Open Countryside and Inset in the Green Belt  
Policy PS6: Settlements in the Open Countryside and the Green Belt  
Policy PS7: Green Belt  
Policy PS8: Open Countryside  
Policy PS9: Areas of Special County Value  
Policy PS10: Jodrell Bank Radio Telescope Consultation Zone  
Policy PS12: Strategic Transport Corridors

#### **2. Chapter 3 – General Requirements**

Policy GR1: New Development  
Policy GR2: Design  
Policy GR3: Design  
Policy GR4: Landscaping  
Policy GR5: Landscaping  
Policy GR6: Amenity and Health  
Policy GR7: Amenity and Health  
Policy GR8: Amenity and Health  
Policy GR9: Accessibility, Servicing and Parking Provision (New Development)  
Policy GR10: Accessibility, Servicing and Parking Provision  
Policy GR11: Development Involving New Roads and other Transportation Projects  
Policy GR13: Public Transport Measures  
Policy GR14: Cycling Measures  
Policy GR15: Pedestrian Measures  
Policy GR16: Footpath, Bridleway and Cycleway Networks  
Policy GR17: Car Parking  
Policy GR18: Traffic Generation  
Policy GR19: Infrastructure  
Policy GR20: Public Utilities  
Policy GR21: Flood Prevention  
Policy GR22: Open Space Provision  
Policy GR23: Provision of Services and Facilities

#### **3. Chapter 4 – Natural Environment and Resources Policies**

Policy NR1: Trees and Woodlands  
Policy NR2: Statutory Sites  
Policy NR3: Habitats

Policy NR4: Non-statutory Sites

Policy NR5: Non-statutory Sites

Policy NR6: Reclamation of Land

Policy NR9: Renewable Energy

#### 4. Chapter 5 - Built Environment and Heritage

Policy BH1: Parks and Gardens of Historic Interest

Policy BH2: Statutory List of Buildings of Special Architectural or Historic Interest (Demolition)

Policy BH3: Statutory List of Buildings of Special Architectural or Historic Interest (Change of Use/Conversion)

Policy BH4: Statutory List of Buildings of Special Architectural or Historic Interest (Effect of Proposals)

Policy BH5: Statutory List of Buildings of Special Architectural or Historic Interest

Policy BH6: Non-statutory List of Buildings of Special Architectural or Historic Interest

Policy BH7: Enabling Development

Policy BH8: Conservation Areas

Policy BH9: Conservation Areas

Policy BH10: Conservation Areas

Policy BH13: New Agricultural Buildings

Policy BH15: Conversion of Rural Buildings

Policy BH16: The Residential Re-use of Rural Building

#### 5. Chapter 6 – Economy

Policy E3: Employment Development in Towns

Policy E4: Employment Development in Villages

Policy E5: Employment Development in the Open Countryside

Policy E6: Employment Development in the Green Belt

Policy E8: Home-based Businesses

Policy E9: Royal Ordnance factory, Radway Green

Policy E10: Re-use or Redevelopment of Existing Employment Sites

Policy E11: Owner-specific Employment Sites

Policy E12: Distribution and Storage Facilities

Policy E13: Roadside Facilities

Policy E14: Motorway Service Areas

Policy E15: Heavy Goods Vehicle Parking

Policy E16: Tourism and Visitor Development (Facilities & Attractions)

Policy E17: Tourism and Visitor Development (Serviced Accommodation)

Policy E18: Tourism and Visitor Development (Camping & Caravanning Sites)

Policy E19: Telecommunications

#### 6. Chapter 7 – Housing

Policy H1: Provision of New Housing Development

Policy H2: Provision of New Housing Development  
Policy H3: Committed Housing Sites  
Policy H4: Residential Development in Towns  
Policy H5: Residential Development in Villages  
Policy H6: Residential Development in the Open  
Countryside and the Green Belt  
Policy H7: Residential Caravans and Mobile Homes  
Policy H8: Gypsy Caravan Sites  
Policy H9: Additional Dwellings and Sub-divisions  
Policy H10: Additional Dwellings and Sub-divisions  
Policy H13: Affordable and Low-cost Housing  
Policy H14: Affordable and Low-cost Housing  
Policy H16: Extensions to Dwellings in the Open Countryside and  
Green Belt  
Policy H17: Extension of residential Curtilages into the Open Countryside  
Or Green Belt  
Policy H18: Dwellings Associated with Rural Enterprises  
Policy H19: Agricultural Occupancy Conditions

## 7. Chapter 8 – Town Centres and Shopping

Policy S1: Shopping Hierarchy  
Policy S2: Shopping and Commercial Development Outside Town Centres  
Policy S4: Principal Shopping Areas  
Policy S5: Other Town Centre Areas  
Policy S6: The Use of Upper Floors within Town Centres  
Policy S7: Shopping and Commercial Development in Villages  
Policy S8: Holmes Chapel  
Policy S9: Shopping and Commercial Development in the Open  
Countryside and Green Belt  
Policy S11: Shop Fronts and Security Shutters (Shop Fronts)  
Policy S12: Security Shutters-Solid Lath  
Policy S13: Security Shutters-Lattice/Mesh Grilles  
Policy S14: Advertisements  
Policy S15: Advertisements in Conservation Areas  
Policy S16: Environmental Improvements and Traffic Management  
Measures

## 8. Chapter 9 – Recreation and Community Facilities

Policy RC1: Recreation and Community Facilities Policies (General)  
Policy RC2: Protected Areas of Open Space  
Policy RC3: Nuisance Sports  
Policy RC4: Countryside Recreational Facilities  
Policy RC5: Equestrian Facilities  
Policy RC6: Golf Courses and Driving Ranges

Policy RC7: Water Based Activities  
Policy RC8: Canal/Riverside Recreational Developments  
Policy RC9: Canal/Riverside Recreational Developments (Mooring)  
Policy RC10: Outdoor Formal recreational and Amenity Open Space  
Facilities  
Policy RC11: Indoor Recreational and Community Uses (General)  
Policy RC12: Retention of Existing Community Facilities  
Policy RC13: Day Nurseries

## 9. Chapter 10 – Development Proposals

Policy DP1: Employment Sites  
Policy DP2: Housing Sites  
Policy DP3: Mixed Use Sites  
Policy DP3A: Alsager Campus  
Policy DP4: Retail sites  
Policy DP5: Recreation, Leisure and Community Use Sites  
Policy DP6: Treatment Facility  
Policy DP7: Development Requirements  
Policy DP8: Supplementary Planning Guidance  
Policy DP9: Transport Assessment  
Policy DP10: New Road Schemes  
Policy DP11: Transport Facilities

**DIRECTION UNDER PARAGRAPH 1(3) OF SCHEDULE 8 TO THE  
PLANNING AND COMPULSORY PURCHASE ACT 2004**

**POLICIES CONTAINED IN BOROUGH OF CREWE AND NANTWICH  
REPLACEMENT LOCAL PLAN 2011 (ADOPTED FEBRUARY 2005)**

The Secretary of State for Communities and Local Government in exercise of the power conferred by paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 directs that for the purposes of the policies specified in the Schedule to this direction, paragraph 1(2)(a) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 does not apply.

Signed by authority of the  
Secretary of State

Steven Fyfe Head, Local Planning Team Government Office for the North West 14  
February 2008

**SCHEDULE**

**POLICIES CONTAINED IN BOROUGH OF CREWE AND NANTWICH  
REPLACEMENT LOCAL PLAN 2011 (ADOPTED FEBRUARY 2005)**

**1. Chapter 4 – The Natural Environment**

Policy NE1: Development in the Green Belt  
Policy NE2: Open Countryside  
Policy NE3: Areas of Special County Value  
Policy NE4: Green Gaps  
Policy NE5: Nature Conservation and Habitats  
Policy NE6: Sites of International Importance for Nature Conservation  
Policy NE7: Sites of National Importance for Nature Conservation  
Policy NE8: Sites of Local Importance for Nature Conservation  
Policy NE9: Protected Species  
Policy NE10: New Woodland Planting and Landscaping  
Policy NE11: River and Canal Corridors  
Policy NE12: Agricultural Land Quality  
Policy NE13: Rural Diversification  
Policy NE14: Agricultural Buildings Requiring Planning Permission  
Policy NE15: Re-Use and Adaptation of a Rural Building for a Commercial,  
Industrial or Recreational Use.  
Policy NE16: Re-Use and Adaptation of a Rural Building for Residential  
Use.  
Policy NE17: Pollution Control  
Policy NE18: Telecommunications Development  
Policy NE19: Renewable Energy  
Policy NE20: Flood Prevention  
Policy NE21: New Development and Landfill Sites

**2. Chapter 5 – The Built Environment**

BE1: Amenity Policy  
BE2: Design Standards Policy  
BE3: Access and Parking Policy  
BE4: Drainage, Utilities and Resources Policy  
BE5: Infrastructure Policy  
BE6: Development on Potentially Contaminated Land Policy  
BE7: Conservation Areas Policy  
BE8: Advertisements in Conservation Areas Policy  
BE9: Listed Buildings: Alterations and Extensions Policy  
BE10: Changes of use for Listed Buildings Policy  
BE11: Demolition of Listed Buildings Policy  
BE12: Advertisements on Listed Buildings Policy  
BE13: Buildings of Local Interest Policy  
BE14: Development Affecting Historic Parks and Gardens Policy  
BE15: Scheduled Ancient Monuments

BE17: Historic Battlefields Policy  
BE18: Shop Fronts and Advertisements Policy  
BE19: Advertisements and Signs Policy  
BE20: Advance Directional Advertisements Policy  
BE21: Hazardous Installations

3. Chapter 6 – Employment Policy

E1: Existing Employment Allocations Policy  
E2: New Employment Allocations Policy  
E3: Regional and Strategic Employment Allocations at Basford Policy  
E4: Development on Existing Employment Areas Policy  
E5: Employment in Villages Policy  
E6: Employment Development within Open Countryside Policy  
E7: Existing Employment Sites

4. Chapter 7 – Housing

RES1: Housing Allocations Policy  
RES2: Unallocated Housing Sites Policy  
RES3: Housing Densities Policy  
RES4: Housing in Villages with Settlement Boundaries Policy  
RES5: Housing in the Open Countryside Policy  
RES6: Agricultural and Forestry Occupancy Conditions Policy  
RES7: Affordable Housing within the Settlement Boundaries Of Nantwich and the Villages listed in Policy RES4  
RES8: Affordable Housing in Rural Areas Outside Settlement Boundaries (Rural Exceptions Policy)  
RES9: Houses in Multiple Occupation Policy  
RES10: Replacement Dwellings in the Open Countryside Policy  
RES11: Improvements and Alterations to Existing Dwellings Policy  
RES12: Living over the Shop Policy  
RES13: Sites for Gypsies and Travelling Showpeople

5. Chapter 8 – Transportation Policy

TRAN1: Public Transport Policy  
TRAN2: Crewe Bus Station Policy  
TRAN3: Pedestrians Policy  
TRAN4: Access for the Disabled Policy  
TRAN5: Provision for Cyclists Policy  
TRAN6: Cycle Routes Policy  
TRAN7: Crewe Railway Station Policy  
TRAN8: Existing Car Parks Policy  
TRAN9: Car Parking Standards Policy  
TRAN10: Trunk Roads Policy  
TRAN11: Non Trunk Roads Policy  
TRAN12: Roadside Facilities

6. Chapter 9 – Recreation and Tourism

Policy RT1: Protection of Open Spaces with Recreational or Amenity Value

Policy RT2: Equipped Children's Playgrounds  
Policy RT3: Provision of recreational Open Space and Children's  
Playspace in New Housing Developments  
Policy RT5: Allotments  
Policy RT6: Recreational Uses in the Open Countryside  
Policy RT7: Visitor Accommodation  
Policy RT8: Promotion of Canals and Waterways  
Policy RT9: Footpaths and Bridleways  
Policy RT10: Touring Caravans and Camping Sites  
Policy RT11: Golf Courses  
Policy RT12: Nantwich Riverside  
Policy RT13: Leighton West Country Park  
Policy RT14: Nantwich Canal Basin  
Policy RT15: The Protection of Existing Indoor Leisure Facilities  
Policy RT16: Noise Generating Sports  
Policy RT17: Increasing Opportunities for Sport

7. Chapter 10 – Shopping, Town Centres and Regeneration

Policy S1: New Retail Development in Town Centres  
Policy S2: Crewe Town Centre Primary Frontages  
Policy S3: Crewe Town Centre Secondary Frontages  
Policy S4: Nantwich Town Centre  
Policy S5: Welsh Row, Nantwich  
Policy S6: Sites Allocated for Retailing and/or Leisure/Entertainment  
Uses  
Policy S7: Cronkinson Farm District Shopping Centre  
Policy S8: Existing District and Local Shopping Centres  
Policy S9: Nantwich Road, Crewe  
Policy S10: Major Shopping Proposals  
Policy S11: Leisure and Entertainment  
Policy S12: Mixed Use Regeneration Areas  
Policy S13: Village Shops

8. Chapter 11 – Community Needs

CF1: Leighton Hospital Policy  
CF2: Community Facilities Policy  
CF3: Retention of Community Facilities

**N.B. POLICY RES 7 AS MODIFIED** (Affordable Housing within the Settlement Boundaries of Nantwich and the Villages listed in Policy RES4)

The Government Office for the North West states that the direction to save policies under paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 would only apply to those policies adopted within the original version of the Adopted Replacement Local Plan 2011 (Adopted on the 17th February 2005).

As such, Policy RES. 7 (As Modified) could not be included within the saved policies direction. However, as the original policy refers to the importance of the use of an up to date evidence base, and the fact that the modified policy is based upon the most

up to date Housing Needs Survey (undertaken in 2005), then the modified policy is still relevant and used by staff within Development Management processes at the Borough Council.

Moreover, as both the evidence base and approach taken within policy RES.7 (As Modified), reflects the advice in Planning Policy Statement 3, then its continued use is justifiable. In fact the Government Office for the North West, specifically stated: *'In particular, we would draw your attention to the importance of reflecting policy in Planning Policy Statement 3 Housing and Strategic Housing Land Availability Assessments in relevant decisions'*.

This advice therefore seems to endorse the approach undertaken by the Borough Council.

**DIRECTION UNDER PARAGRAPH 1(3) OF SCHEDULE 8 TO THE PLANNING  
AND COMPULSORY PURCHASE ACT 2004  
POLICIES CONTAINED IN THE MACCLESFIELD BOROUGH PLAN (JANUARY  
2004)**

The Secretary of State for Communities and Local Government in exercise of the power conferred by paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 directs that for the purposes of the policies specified in the Schedule to this direction, paragraph 1(2)(a) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 does not apply.

Signed by authority of the  
Secretary of State

Steven Fyfe  
Head, Local Planning Team  
Government Office for the North West  
18 September 2007

**SCHEDULE**

**POLICIES CONTAINED IN MACCLESFIELD BOROUGH LOCAL PLAN (ADOPTED  
JANUARY 2004)**

**CHAPTER 3 – ENVIRONMENT**

**Natural Environment**

- Policy NE1 - Areas of Special County Value
- Policy NE2 - Protection of Local Landscapes
- Policy NE3 - Landscape Conservation
- Policy NE5 - Conservation of Parkland Landscapes
- Policy NE7 - Woodland Management
- Policy NE8 - Promotion and Restoration of Woodland
- Policy NE9 - Protection of River Corridors
- Policy NE10 - Conservation of River Bollin
- Policy NE11 - Nature Conservation
- Policy NE12 - SSSI's, SBI's and Nature Reserves
- Policy NE13 - Sites of Biological Importance
- Policy NE14 - Nature Conservation Sites
- Policy NE15 - Habitat enhancement
- Policy NE16 - Nature Conservation Priority Areas
- Policy NE17 - Nature Conservation in Major Developments
- Policy NE18 - Accessibility to Nature Conservation

**Built Environment**

- Policy BE1 - Design Guidance
- Policy BE2 - Preservation of Historic Fabric
- Policy BE3 - Conservation Areas
- Policy BE4 - Design Criteria in Conservation Areas
- Policy BE6 - Macclesfield Canal Conservation Area
- Policy BE7 - High Street Conservation Area
- Policy BE8 - Christ Church Conservation Area
- Policy BE9 - Barracks Square Conservation Area
- Policy BE12 - The Edge Conservation Area
- Policy BE13 - Legh Road Conservation Area
- Policy BE15 - Listed Buildings
- Policy BE16 - Setting of Listed Buildings

Policy BE17 - Preservation of Listed Buildings  
Policy BE18 - Design Criteria for Listed Buildings  
Policy BE19 - Changes of Use for Listed Buildings  
Policy BE20 - Locally Important Buildings  
Policy BE21 - Sites of Archaeological Interest  
Policy BE22 - Scheduled Monuments  
Policy BE23 - Development Affecting Archaeological Sites  
Policy BE24 - Development of Sites of Archaeological Importance

#### **CHAPTER 4 – GREEN BELT AND COUNTRYSIDE**

Policy GC1 - Green Belt – New Buildings  
Policy GC4 - Major Developed Sites in the Green Belt  
Policy GC5 - Countryside Beyond the Green Belt  
Policy GC6 - Outside the Green Belt, Areas of Special County Value and Jodrell Bank Zone  
Policy GC7 - Safeguarded Land  
Policy GC8 - Reuse of Rural Buildings – Employment and Tourism  
Policy GC9 - Reuse of Rural Buildings - Residential  
Policy GC10 - Extensions to Residential Institutions  
Policy GC12 - Alterations and Extensions to Houses  
Policy GC14 - Jodrell Bank

#### **CHAPTER 5 – RECREATION AND TOURISM**

##### **Recreation**

Policy RT1 - Protection of Open Spaces  
Policy RT2 - Incidental Open Spaces/Amenity Areas  
Policy RT3 - Redundant Educational Establishments  
Policy RT5 - Open Space Standards  
Policy RT6 - Recreation/Open Space Provision  
Policy RT7 - Cycleways, Bridleways and Footpaths  
Policy RT8 - Access to Countryside  
Policy RT9 - Restoration of Danes Moss Tip  
Policy RT10 - Canals and Water Recreation  
Policy RT11 - Canal Mooring Basins

##### **Tourism**

Policy RT13 - Promotion of Tourism

Policy RT15 - Hotel Development

Policy RT17 - Reuse of Rural Buildings

Policy RT19 - Dairy House Lane Recreational Allocation

## **CHAPTER 6 – HOUSING AND COMMUNITY USES**

### **Housing**

Policy H1 - Phasing Policy

Policy H2 - Environmental Quality in Housing Developments

Policy H4 - Housing Sites in Urban Areas

Policy H5 - Windfall Housing Sites

Policy H6 - Town Centre Housing

Policy H8 - Provision of Affordable Housing in Urban Areas

Policy H9 - Occupation of Affordable Housing

Policy H11 - Existing Housing Stock

Policy H12 - Low Density Housing Areas

Policy H13 - Protecting Residential Areas

### **Community Uses**

Policy C2 - Macclesfield District General Hospital

## **CHAPTER 7 – EMPLOYMENT**

Policy E1 - Retention of Employment Land

Policy E2 - Retail Development on Employment Land

Policy E3 - B1 (Business) Uses

Policy E4 - General Industrial Development

Policy E5 - Special Industries

Policy E6 - Land to the west of Lyme Green Business Park

Policy E7 - Land at Hurdsfield Road

Policy E8 - Parkgate Industrial Estate

Policy E11 - Mixed Use Areas

Policy E14 - Relocation of Businesses

## **CHAPTER 8 – TRANSPORT**

Policy T1 - General Transportation Policy

Policy T2 - Public Transport

Policy T3 - Pedestrians

Policy T4 - Access for People with Restricted Mobility

Policy T5 - Provision for Cyclists

Policy T6 - Highway Improvement Schemes

Policy T7 - Safeguarded Routes

Policy T8 - Traffic Management and Environmental Improvements

Policy T9 - Traffic Management and Traffic Calming

Policy T10 - South Macclesfield Distributor Road

Policy T11 - Improvements to Strategic Highways Network

Policy T13 - Public Car Parks

Policy T14 - Lorry Park Proposals

Policy T15 - Lorry Parking

Policy T18 - Restrictions on Development within NNI Zones

Policy T19 - Public Safety Zone

Policy T20 - Control of Airport Infrastructure

Policy T21 - Airport Related Development

Policy T22 - Restoration of Land to the East of Satellite Fire Station

Policy T23 - Airport Operational Area

## **CHAPTER 9 SHOPPING**

Policy S1 - Town Centre Shopping Development

Policy S2 - New Shopping, Leisure and Entertainment Developments

Policy S3 - Congleton Road Development Site

Policy S4 - Local Shopping Centres

Policy S5 - Class A1 Shops

Policy S7 - New Local Shops

## **CHAPTER 10 – MACCLESFIELD TOWN CENTRE**

Policy MTC1 - Prime Shopping Area

Policy MTC2 - Exchange Street Redevelopment

Policy MTC3 - Development in Prime Shopping Areas

Policy MTC4 - Secondary Shopping Areas

Policy MTC5 - Waters Green Area

Policy MTC6 - Improvement of Sunderland Street

Policy MTC7 - Redevelopment Area – West of Churchill Way

Policy MTC8 - Redevelopment Area – Samuel Street/Park Lane

Policy MTC9 - Redevelopment Area – Duke Street  
Policy MTC11 - Redevelopment Area – Macclesfield Station  
Policy MTC12 - Mixed Use Areas  
Policy MTC13 - Park Green Regeneration Area  
Policy MTC14 - Conservation of Park Green  
Policy MTC15 - King Edward Street Regeneration  
Policy MTC16 - Pedestrian Routes/Links  
Policy MTC17 - Jordangate and Market Place  
Policy MTC18 - George Street Mill Regeneration Area  
Policy MTC19 - Housing  
Policy MTC20 - Christ Church Housing Area  
Policy MTC21 - Reuse of Christ Church  
Policy MTC22 - Office Development  
Policy MTC23 - Pedestrianisation  
Policy MTC24 - Car Parks  
Policy MTC25 - Car Parking Provision  
Policy MTC26 - Car Parking Provision  
Policy MTC27 - River Bollin Recreational Route

#### **CHAPTER 11 - WILMSLOW TOWN CENTRE**

Policy WTC3 - Kings Close Shopping Proposal  
Policy WTC4 - Development in the Shopping Area  
Policy WTC5 - Upper Floor Development  
Policy WTC6 - Green Lane/Alderley Road Redevelopment Area  
Policy WTC7 - Mixed Use Areas  
Policy WTC8 - Housing and Community Uses  
Policy WTC9 - Offices  
Policy WTC10 - Environmental Improvement of Bank Square Area  
Policy WTC11 - Pedestrian Priority Measures  
Policy WTC12 - Car Parks  
Policy WTC13 - Car Park Proposal – Spring Street

#### **CHAPTER 12 - HANDFORTH DISTRICT CENTRE**

Policy HDC1 - Shopping Area  
Policy HDC2 - Upper Floor Development

Policy HDC3 - Mixed Use Area

Policy HDC4 - Housing and Community Uses

Policy HDC5 - Office Development

Policy HDC6 - Car Parking

Policy HDC7 - Redevelopment of the Paddock

### **CHAPTER 13 – ALDERLEY EDGE VILLAGE CENTRE**

Policy AEC1 - Shopping Area

Policy AEC3 - Upper Floor Development

Policy AEC4 - Mixed Use Areas

Policy AEC5 - Office Development

Policy AEC6 - Housing Development

Policy AEC7 - Car Parking

### **CHAPTER 14 - KNUTSFORD TOWN CENTRE**

Policy KTC1 - Conservation of Historic Character

Policy KTC2 - Design Guidance

Policy KTC3 - Design Guidance

Policy KTC4 - Design Guidance

Policy KTC5 - Redevelopment Criteria for “The Yards”

Policy KTC6 - Red Cow Yard

Policy KTC8 - Silk Mill Street

Policy KTC9 - Shopping Areas

Policy KTC10 - Shopping Area Development

Policy KTC11 - Upper Floor Development

Policy KTC12 - Housing and Community Uses

Policy KTC13 - Housing Development

Policy KTC14 - Mixed Use Areas

Policy KTC16 - Office Development

Policy KTC17 - King Street Link Road

Policy KTC18 - Pedestrian Priority Measures

Policy KTC19 - Car Parks

Policy KTC20 - Additional Car Parking

Policy KTC21 - Car Parking Provision

### **CHAPTER 15 – POYNTON DISTRICT CENTRE**

Policy PDC1 - Prime Shopping Area

Policy PDC2 - Development in the Prime Shopping Area

Policy PDC3 - Secondary Shopping Area

Policy PDC4 - Upper Floor Development

Policy PDC5 – Housing and Community Uses

Policy PDC6 - Office Development

Policy PDC7 - Car Parking

Policy PDC8 - Car Parking at Park Lane

## **CHAPTER 16 – IMPLEMENTATION**

Policy IMP1 - Development Sites

Policy IMP2 - Transport Measures

Policy IMP3 - Land Ownership

Policy IMP4 - Environmental Improvements in Town Centres

## **CHAPTER 17 – DEVELOPMENT CONTROL**

### **Design and Amenity**

Policy DC1 - Design and Amenity

Policy DC2 - Design and Amenity

Policy DC3 - Design and Amenity

Policy DC5 - Design and Amenity

Policy DC6 - Design and Amenity

Policy DC8 - Landscaping and Tree Protection

Policy DC9 - Landscaping and Tree Protection

Policy DC10 - Landscaping and Tree Protection

Policy DC13 - Noise

Policy DC14 - Noise

### **Provision of Facilities**

Policy DC15 - Provision of Facilities

Policy DC16 - Provision of Facilities

### **Water Resources**

Policy DC17 - Water Resources

Policy DC18 - Water Resources

Policy DC19 - Water Resources

Policy DC20 - Water Resources

### **Temporary Buildings and Uses**

Policy DC21 - Temporary Buildings and Uses

Policy DC22 - Temporary Buildings and Uses

### **Green Belt and Countryside**

Policy DC23 - Agricultural Dwellings

Policy DC24 - Agricultural Dwellings

Policy DC25 - Agricultural Dwellings

Policy DC27 - Caravans

Policy DC28 - Agricultural Buildings

Policy DC29 - Agricultural Buildings

Policy DC31 - Gypsies

Policy DC32 - Equestrian Facilities

Policy DC33 - Outdoor Commercial Recreation

### **Residential Development**

Policy DC35 - Materials

Policy DC36 - Road Layouts and Circulation

Policy DC37 - Landscaping

Policy DC38 - Space, Light and Privacy

Policy DC40 - Children's Play Space

Policy DC41 - Infill Housing Development

Policy DC42 - Subdivision

Policy DC43 - Side Extensions

Policy DC44 - Residential Caravans

Policy DC45 - Playgroups and Nurseries

Policy DC46 - Demolition

Policy DC47 - Demolition

### **Retail Development**

Policy DC48 - Shop Front Design etc

Policy DC49 - Shop Front Design etc

Policy DC50 - Shop Front Design etc

Policy DC51 - Adverts

Policy DC52 - Adverts

Policy DC53 - Adverts

Policy DC54 - Restaurants etc

Policy DC55 - Amusement Centres

**Community Uses**

Policy DC57 - Residential Institutions

Policy DC60 - Telecommunications Equipment

Policy DC61 - Telecommunications Equipment

Policy DC62 - Renewable Energy

Policy DC63 - Contaminated Land

Policy DC64 - Floodlighting

## Appendix 2: Local Development Document Profiles

<b>Title:</b>	<b>Core Strategy</b>
<b>Status:</b>	DPD
<b>Role:</b>	Sets out the Vision, Objectives and Strategy for the spatial development of the area, and may include strategic sites.
<b>Geographical Area:</b>	Authority wide
<b>Conformity Chain:</b>	Conformity with the PPG / PPS and RSS
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Full Council will approve the publication, submission and adoption of the DPD based on recommendations from the Cabinet <sup>2</sup> .
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with consultation during the Regulation 25 consultation stage and when the document is published prior to being submitted to the Secretary of State.
<b>Sustainability Appraisal:</b>	Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
<b>Monitoring &amp; Review:</b>	The Core Strategy is intended to be a long term strategy and will be reviewed with that in mind. Monitoring will take place through the contextual section of the AMR.

<b>Timetable</b>	<b>Commencement:</b>	November 2008
	<b>Sustainability Appraisal Scoping Report:</b>	April 2009
	<b>Regulation 25 Consultation:</b>	November 2008 – October 2010
	<b>Publication of the DPD:</b>	November 2010
	<b>Submission to Secretary of State:</b>	April 2011
	<b>Pre-hearing Meeting:</b>	June 2011
	<b>Commencement of Examination Hearing:</b>	September 2011
	<b>Inspectors Binding Report:</b>	January 2012
	<b>Adoption:</b>	April 2012

<sup>2</sup> To be confirmed

<b>Title:</b>	<b>Site Specific Allocations</b>
<b>Status:</b>	DPD
<b>Role:</b>	Contains detailed policies and proposals to deliver and guide land allocated for specific purposes.
<b>Geographical Area:</b>	Authority wide
<b>Conformity Chain:</b>	Conformity with the PPG / PPS, RSS and the Core Strategy
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Full Council will approve the publication, submission and adoption of the DPDs based on recommendations from the Cabinet. <sup>3</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with consultation during the Regulation 25 consultation stage and when the document is published prior to being submitted to the Secretary of State.
<b>Sustainability Appraisal:</b>	Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will monitor the take up of the allocations and other residential, employment and retail development. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Commencement:</b>	April 2010
	<b>Sustainability Appraisal Scoping Report:</b>	September 2010
	<b>Regulation 25 Consultation:</b>	April 2010 – March 2012
	<b>Publication of the DPD:</b>	April 2012
	<b>Submission to Secretary of State:</b>	September 2012
	<b>Pre-hearing Meeting:</b>	November 2012
	<b>Commencement of Examination Hearing:</b>	January 2013
	<b>Inspectors Binding Report:</b>	May 2013
	<b>Adoption:</b>	September 2013

<sup>3</sup> To be confirmed

<b>Title:</b>	<b>Minerals Policies and Allocations</b>
<b>Status:</b>	DPD
<b>Role:</b>	Contains the detailed development control policies and allocations for Minerals development, where applicable.
<b>Geographical Area:</b>	Authority wide
<b>Conformity Chain:</b>	Conformity with the PPG / PPS, RSS and the Core Strategy
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Full Council will approve the publication, submission and adoption of the DPDs based on recommendations from the Cabinet. <sup>4</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with consultation during the Regulation 25 consultation stage and when the document is published prior to being submitted to the Secretary of State.
<b>Sustainability Appraisal:</b>	Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will monitor the take up of the allocations and other minerals development. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Commencement:</b>	April 2010
	<b>Sustainability Appraisal Scoping Report:</b>	September 2010
	<b>Regulation 25 Consultation:</b>	April 2010 – March 2012
	<b>Publication of the DPD:</b>	April 2012
	<b>Submission to Secretary of State:</b>	September 2012
	<b>Pre-hearing Meeting:</b>	November 2012
	<b>Commencement of Examination Hearing:</b>	January 2013
	<b>Inspectors Binding Report:</b>	May 2013
	<b>Adoption:</b>	September 2013

<sup>4</sup> To be confirmed

<b>Title:</b>	<b>MMU Campus Development Brief</b>
<b>Status:</b>	SPD
<b>Role:</b>	Development Brief for the proposed mixed use allocation at the MMU Campus in Alsager.
<b>Geographical Area:</b>	As defined within the SPD.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton Local Plan.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section and external consultants.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>5</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	April 2005
	<b>Public participation on Draft Supplementary Planning Document:</b>	August – September 2008
	<b>Adoption and Publication:</b>	December 2008

<sup>5</sup> To be confirmed

<b>Title:</b>	<b>Local List</b>
<b>Status:</b>	SPD
<b>Role:</b>	Identifies locally important buildings (non-listed buildings and other structures of architectural or historic interest, which do not enjoy the full protection of statutory listing) deemed worthy of retention.
<b>Geographical Area:</b>	Authority wide
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton, Crewe and Nantwich and Macclesfield Local Plans.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section.
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>6</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	October – November 2008
	<b>Public participation on Draft Supplementary Planning Document:</b>	December 2008 – January 2009
	<b>Adoption and Publication:</b>	March 2009

<sup>6</sup> To be confirmed

<b>Title:</b>	<b>Alsager Town Centre</b>
<b>Status:</b>	SPD
<b>Role:</b>	Provides the context for the future development of Alsager Town Centre.
<b>Geographical Area:</b>	As defined within the SPD.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton Local Plan.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>7</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	October – November 2008
	<b>Public participation on Draft Supplementary Planning Document:</b>	January – February 2009
	<b>Adoption and Publication:</b>	May 2009

<sup>7</sup> To be confirmed

<b>Title:</b>	<b>Smallwood Village Design Statement</b>
<b>Status:</b>	SPD
<b>Role:</b>	Sets out design guidance within the Parish.
<b>Geographical Area:</b>	As defined within the SPD.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton Local Plan.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>8</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	October – November 2008
	<b>Public participation on Draft Supplementary Planning Document:</b>	March – April 2009
	<b>Adoption and Publication:</b>	September 2009

<sup>8</sup> To be confirmed

<b>Title:</b>	<b>Prestbury</b>
<b>Status:</b>	SPD
<b>Role:</b>	Sets out planning policy guidance within the Parish.
<b>Geographical Area:</b>	Prestbury Parish.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Macclesfield Local Plan.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section in conjunction with Prestbury Parish Plan Group
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>9</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	October – November 2008
	<b>Public participation on Draft Supplementary Planning Document:</b>	March – April 2009
	<b>Adoption and Publication:</b>	September 2009

<sup>9</sup> To be confirmed

<b>Title:</b>	<b>Over Peover Supplementary Planning Document</b>
<b>Status:</b>	SPD
<b>Role:</b>	Sets out planning policy guidance within the Parish.
<b>Geographical Area:</b>	Over Peover Parish.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Macclesfield Local Plan.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section in conjunction with Over Peover Parish Plan Group
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>10</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	October – November 2008
	<b>Public participation on Draft Supplementary Planning Document:</b>	March – April 2009
	<b>Adoption and Publication:</b>	September 2009

<sup>10</sup> To be confirmed

<b>Title:</b>	<b>Heritage and Conservation</b>
<b>Status:</b>	SPD
<b>Role:</b>	Provides detailed advice on heritage and conservation in the built environment.
<b>Geographical Area:</b>	Authority wide.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton, Crewe and Nantwich and Macclesfield Local Plans.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>11</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	November – December 2008
	<b>Public participation on Draft Supplementary Planning Document:</b>	May – June 2009
	<b>Adoption and Publication:</b>	November 2009

<sup>11</sup> To be confirmed

<b>Title:</b>	<b>Open Space</b>
<b>Status:</b>	SPD
<b>Role:</b>	Provides guidance that will lead to an appropriate level and design of open space within development.
<b>Geographical Area:</b>	Authority wide.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton, Crewe and Nantwich and Macclesfield Local Plans.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>12</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	June – July 2009
	<b>Public participation on Draft Supplementary Planning Document:</b>	November – December 2009
	<b>Adoption and Publication:</b>	May 2010

<sup>12</sup> To be confirmed

<b>Title:</b>	<b>Congleton Town Centre</b>
<b>Status:</b>	SPD
<b>Role:</b>	Provides the context for the future development of Alsager Town Centre.
<b>Geographical Area:</b>	As defined within the SPD.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton Local Plan.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>13</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	September – October 2009
	<b>Public participation on Draft Supplementary Planning Document:</b>	February – March 2010
	<b>Adoption and Publication:</b>	September 2010

<sup>13</sup> To be confirmed

<b>Title:</b>	<b>Planning Obligations</b>
<b>Status:</b>	SPD
<b>Role:</b>	Provides guidance on the approach to negotiating planning obligations arising from development.
<b>Geographical Area:</b>	Authority wide.
<b>Conformity Chain:</b>	General conformity with the PPGs/PPSs and RSS. Linked to saved policies within the Congleton, Crewe and Nantwich and Macclesfield Local Plans.
<b>Produced by:</b>	Expected to be produced by Cheshire East LDF Section
<b>Resources:</b>	Expected to be provided by Cheshire East LDF Section.
<b>Management Arrangements:</b>	LDF Section Manager is expected to be responsible for the management of this document. It is expected that Cabinet will approve the draft SPD for consultation and that Council will adopt the SPD based on recommendations from the Cabinet. <sup>14</sup>
<b>Community Involvement:</b>	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
<b>Sustainability Appraisal:</b>	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
<b>Monitoring &amp; Review:</b>	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

<b>Timetable</b>	<b>Sustainability Appraisal Scoping Report:</b>	November – December 2009
	<b>Public participation on Draft Supplementary Planning Document:</b>	March – April 2010
	<b>Adoption and Publication:</b>	September 2010

<sup>14</sup> To be confirmed

## Appendix 3: Evidence Base

	Congleton	Crewe and Nantwich	Macclesfield	Cheshire
<b>Annual Monitoring Report</b>	AMR <a href="#">Available online</a>	AMR <a href="#">Available online</a>	AMR <a href="#">Available online</a>	AMR <a href="#">Available online</a>
<b>Housing Land Availability Report</b>	June 2008 <a href="#">Available online</a>	April 2007 Summary Document <a href="#">Available online</a>	April 2007 <a href="#">Available online</a>	N/A
<b>Employment Land Monitoring Report</b>	March 2007 <a href="#">Available online</a>	2007 Hard copies available on request	On going process which now forms part of the Annual Monitoring Report	N/A
<b>Employment Land Study</b>	Drivers Jonas 2005 <a href="#">Available online</a>	N/A	N/A	N/A
<b>Housing Needs Study</b>	David Couttie Associates 2004 and Desktop update 2006 <a href="#">Available online</a>	David Couttie Associates, 2005 <a href="#">Available online</a>	August 2005 <a href="#">Available online</a>	N/A
<b>Strategic Housing Market Assessment (SHMA)</b>	N/A	N/A	April 2008 <a href="#">Available online</a>	N/A
<b>Strategic Housing Land Availability Assessment (SHLAA)</b>	N/A	N/A	Draft May 2008 <a href="#">Available online</a>	N/A
<b>PPG17 Open Space Assessment</b>	PMP, 2005 <a href="#">Summary Available online</a> Hard copies available on request at cost.	Work has been undertaken on this assessment but is not yet complete.	March 2007 <a href="#">Available online</a>	N/A

	Congleton	Crewe and Nantwich	Macclesfield	Cheshire
<b>Sustainable Community Strategy</b>	2007-2016 <a href="#">Available online</a>	January 2006 <a href="#">Available online</a>	February 2007 <a href="#">Available online</a>	February 2002 <a href="#">Available online</a>
<b>Neighbourhood Renewal Strategy</b>	N/A	2006 <a href="#">Available online</a>	N/A	
<b>Transport Studies</b>	Study in relation to Middlewich Eastern Bypass	Saturn Model	Paramics Model	<a href="#">Available online</a>  Also Multi Modal Transport Model
<b>Housing Strategy</b>	<a href="#">Available online</a>	2005 - 2008 <a href="#">Available online</a>	July 2006 <a href="#">Available online</a>	N/A
<b>Homelessness Strategy</b>	<a href="#">Available online</a>	June 2003 <a href="#">Available online</a>	Summer 2003 <a href="#">Available online</a>	N/A
<b>Older People's Housing Strategy</b>	N/A	Summer 2007 <a href="#">Available online</a>	March 2004 <a href="#">Available online</a>	
<b>Corporate Strategy</b>	2008-2012 <a href="#">Available online</a>	2007-2012 <a href="#">Available online</a>	2004-2009 <a href="#">Available online</a>	2008-2009 <a href="#">Available online</a>
<b>Strategic Flood Risk Assessment</b>	JBA Consulting, 2007 <a href="#">Available online</a>	January 2008 <a href="#">Available online</a>	June 2008 <a href="#">Available online</a>	September 2007 <a href="#">Available on line</a>
<b>Cheshire Town Centres Study</b>	N/A	N/A	N/A	May 2007 <a href="#">Available online</a>
<b>Conservation Area Appraisal</b>	Macclesfield Canal Corridor; Alsager; Astbury <a href="#">Available online</a>	Nantwich Conservation Area Appraisal (May 2006) <a href="#">Available online</a>	Alderley Edge; Bollington and Kerridge; Cross Town (Knutsford); Disley; Gawsworth; Heathfield Square (Knutsford); Knutsford; Legh Road (Knutsford); Macclesfield Canal Corridor; Macclesfield Town Centre;	N/A

	Congleton	Crewe and Nantwich	Macclesfield	Cheshire
			Mobberley; Prestbury. <a href="#">Available online</a>	
Quality of Life Survey	N/A	N/A	N/A	2005 <a href="#">Available online</a>
Cheshire Community Report	N/A	N/A	N/A	<b>2006</b> <a href="#">Available online</a>
Customer Satisfaction and Citizens' Panels Surveys	N/A	<a href="#">Available online</a>	N/A	Annual <a href="#">Available on line</a>
Cheshire Omnibus Survey Environment 2007	N/A	N/A	N/A	2007 <a href="#">Available on Line</a>
Cheshire County Council Local Statistics	N/A	N/A	N/A	<a href="#">Available online</a>
Housing Potential Study	2006 <a href="#">Available online</a>	2001 Hard copies available on request	March 2006 <a href="#">Available online</a>	N/A
Landscape Character Assessment	Chris Blandford Associates, 1999 <a href="#">Available online</a>	N/A	N/A	Pan Cheshire study Draft 2008
Economic Strategy	2007-2016 <a href="#">Available online</a>	2003-2006 <a href="#">Available online</a>	2006 <a href="#">Summary Available online</a>	N/A
Air Quality Management Area	<a href="#">Available online</a>	<a href="#">Available online</a>	<a href="#">Available online</a>	N/A
Hierarchy of Settlements	N/A	N/A	Available online	N/A
Local Futures The State of the Borough	N/A	N/A	October 2005 <a href="#">Available online</a>	N/A

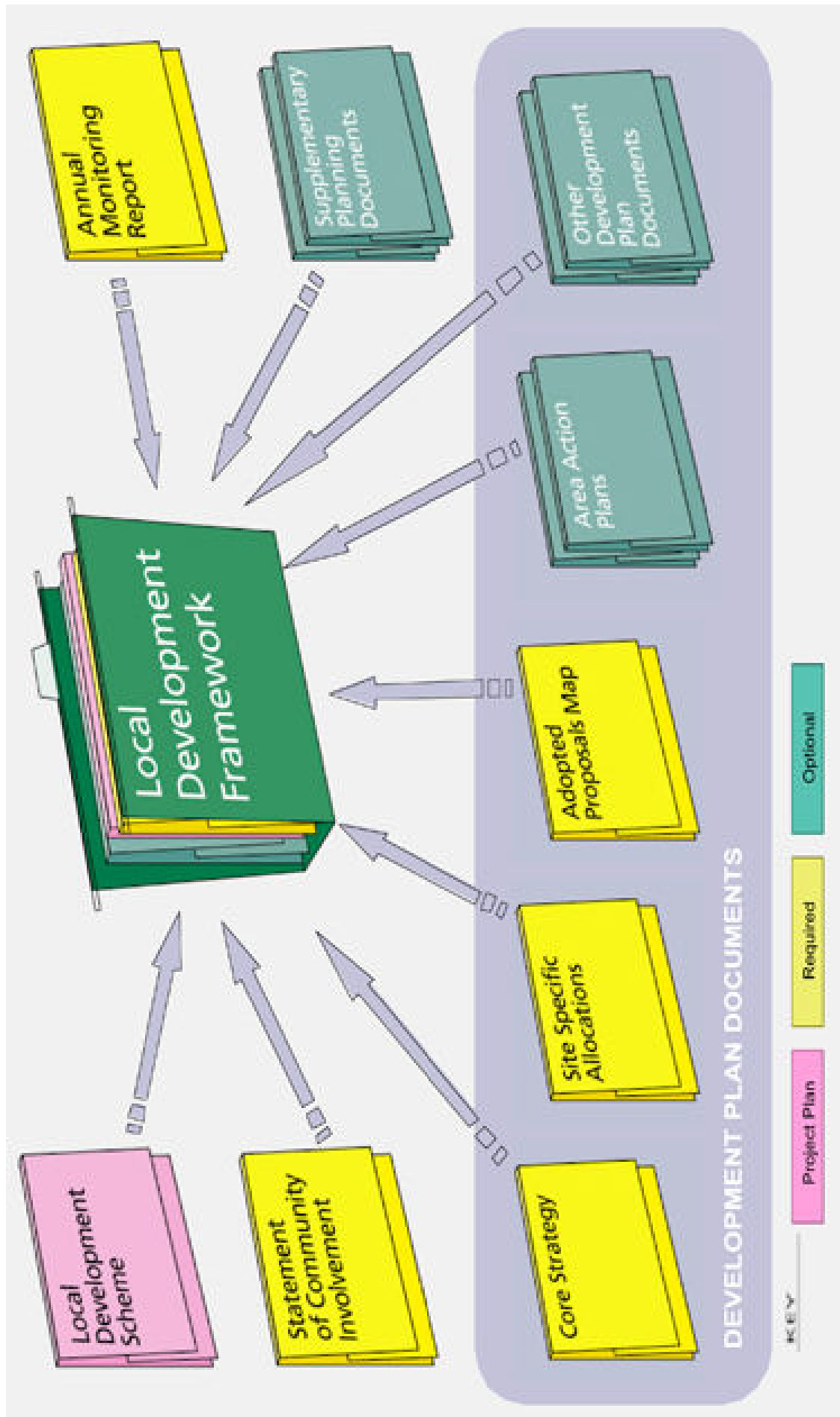
	Congleton	Crewe and Nantwich	Macclesfield	Cheshire
<b>NHS Consultations on the Future Provision of Health Services</b>	N/A	N/A	Available online at both: <a href="http://www.macclesfield.gov.uk">www.macclesfield.gov.uk</a> ; <a href="http://www.ecpct.nhs.uk">www.ecpct.nhs.uk</a>	N/A
<b>Regional Aggregate Working Party reports</b>	N/A	N/A	N/A	Annual <a href="#">Available on line</a>
<b>Cheshire Community Survey</b>	N/A	N/A	N/A	Annual <a href="#">Available on Line</a>
<b>Study to fill Evidence Gaps for Commercial &amp; Industrial Waste Streams in the North West Region of England. (2 studies )</b>	N/A	N/A	N/A	2007 <a href="#">Available on line</a>
<b>South Cheshire Sub-Regional Study</b>				Will be available online
<b>Local Transport Plan</b>	As County	As County	As County	July 2005 <a href="#">Available on line</a>
<b>Cheshire Gypsy and Traveller Accommodation Assessment</b>		<a href="#">Available online</a>	<a href="#">Available online</a>	

## Appendix 4: Glossary

AMR	<b>Annual Monitoring Report</b>	A report which is published to show how the authority is performing against all relevant targets and to show what changes may be required to the Local Development Framework (LDF).
AAP	<b>Area Action Plan</b>	Area Action Plans (AAPs) may be used to provide a planning framework for areas of change and areas of conservation. AAPs are a type of Development Plan Document (DPD).
CIL	<b>Community Infrastructure Levy</b>	The Community Infrastructure Levy (CIL) will be a new charge which local authorities will be empowered, but not required, to charge on most types of new development in their area. CIL charges will be based on simple formulae which relate the size of the charge to the size and character of the development paying it. The proceeds of the levy will be spent on local and sub-regional infrastructure to support the development of the area.
CLG	<b>Communities and Local Government</b>	Communities and Local Government is a department of Central Government that sets policy on local government, housing, urban regeneration, planning and fire and rescue.
-	<b>Core Strategy</b>	This Development Plan Document (DPD) sets out the vision for the area and the primary policies for meeting that vision together with housing and employment provisions in accordance with the Regional Spatial Strategy (RSS).
-	<b>Development Plan</b>	The Development Plan is the statutory element of the Local Development Framework. It consists of Development Plan Documents (DPDs) and the Regional Spatial Strategy (RSS).
DPD	<b>Development Plan Document</b>	A Local Development Document (LDD) with significant weight in the determination of planning applications. Independent scrutiny is required before its adoption.
-	<b>Independent Examination</b>	All Development Plan Documents (DPDs) will be subject to independent examination by a person (the Inspector) appointed by the Secretary of State. The purpose of the examination is to determine the 'soundness' of the plan. Following the examination the Inspector will produce a report which will be binding.

LAA	<b>Local Area Agreement</b>	Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government.
LDD	<b>Local Development Document</b>	There are two types of Local Development Document (LDD): Development Plan Documents (DPD) and Supplementary Planning Documents (SPD)
LDF	<b>Local Development Framework</b>	The Local Development Framework (LDF) will contain a portfolio of Local Development Documents (LDDs) which will provide policies for meeting the community's economic, environmental and social aims for the future of the area, where this effects the development and use of land. (Diagram 1 below shows the make up of the LDF)
LDS	<b>Local Development Scheme</b>	The Local Development Scheme (LDS) will set out what Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) the Council propose to prepare over a three year period and the timetable for their production.
LSP	<b>Local Strategic Partnership</b>	Local Strategic Partnerships (LSPs) are bodies with representatives of the community, public, private sector and other agencies that work to encourage greater public participation in local governance by drawing together local community plans and producing an overall community strategy for each local authority area. Local Development Frameworks (LDFs) must have regard to, and should be the spatial expression of, the community strategy.
PPS	<b>Planning Policy Statements</b>	A series of statements issued by the Government, setting out policy on different aspects of planning. Local Planning Authorities must take their content into account in preparing their Local Development Framework (LDF).
RSS	<b>Regional Spatial Strategy</b>	Planning policy produced at a regional level to tackle issues of strategic importance that can be best dealt with over a larger area. The Regional Spatial Strategy (RSS) is part of the Development Plan.
SA	<b>Sustainability Appraisal</b>	Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) seek to inform decision-making by providing

		information on the potential implications of policies.
SCI	<b>Statement of Community Involvement</b>	The Statement of Community Involvement (SCI) will set out how the Council intends to achieve continuous community involvement in the preparation of Local Development Documents (LDDs) in their area.
SCS	<b>Sustainable Community Strategy</b>	A Plan or Strategy for enhancing the quality of life of the local community which each local authority has a duty to prepare under the Local Government Act 2000. The plan is developed and implemented by the Local Strategic Partnership.
SPD	<b>Supplementary Planning Document</b>	Supplementary Planning Documents (SPDs) are not subject to independent examination but the matters covered must be directly related to policy in the Development Plan Documents (DPDs).



**CHESHIRE EAST****CABINET**

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Date of meeting:	7th October, 2008
Report of:	JOHN WEEKS – STRATEGIC DIRECTOR (PEOPLE) DESIGNATE
Title:	NEW MODEL OF SOCIAL CARE FOR NEW COUNCILS

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**1.0 PURPOSE OF REPORT**

1.1 This report is a follow up to the Report presented in June 2008 about Personalisation and Transformation of Adult Social Care, which made Members aware of the Government's policy direction in this area, and the work currently being undertaken to deliver that effectively to the people of Cheshire.

1.2 That report outlined the expectations from National Government which requires a major transformation of traditional social care as well as universal and partner services. The Local Authority Circular (DH 2008) states; 'the direction is clear; to make personalisation, including a strategic shift towards early intervention and prevention, the cornerstone of public services'.

Government Grant has been allocated for Cheshire for three years beginning in 2008/09. In addition, within the County Council's financial scenario, significant permanent savings were expected from within the Community Services Department and it was agreed that approx £9m of this target would be set through introducing Personalisation, combined with Lean Systems which would take waste from the system and capitalise on more streamlined services and cash allocations to users.

1.4 It is assumed that Members will be aware of the previous report to avoid repeating the overall context in detail. This report aims to update on progress since that time and share the model of Social Care emerging as a result of the work being done through the Social Care Redesign (SCR) change programme. A steer is required from the Shadow Councils at this point to ensure that more detailed and, where possible, costed proposals will be brought for decision during the remainder of 2008/09 and through the budget setting process.

**2. DECISIONS REQUIRED**

2.1 The emerging model of Social Care (detailed under item 8 below), including the high level design principles contained within this report, are accepted and endorsed as a framework for developing more detailed proposals for phased implementation by New Councils and for inclusion within 2009/10 budget setting process.

2.2 The principle of a formula based up front Resource Allocation System (RAS) is agreed pending a more detailed testing and a specific member sign off for the 2009/10 RAS in each authority and that this be incorporated within budget proposals.

2.3 The budget headings outlined in paragraph 7 are accepted as the approach for budget setting within unitaries

2.4 To note that this report was considered by the Advisory Panel – People on 23 September 2008. The Panel resolved that it would set up a Task and Finish group which would develop performance indicators to monitor and evaluate the customer experience as a result of the new Social Care Model.

### 3. FINANCIAL IMPLICATIONS FOR TRANSITION COSTS

3.1 Costs of implementation will be funded through the Social Care Reform Grant (see below), and although costs of change management are increased due to LGR there is no call anticipated with regard to transitional costs, based on the fact that no provision has been made for this.

### 4. FINANCIAL IMPLICATIONS 2009/10 AND BEYOND

4.1 The proposed model of social care is a radical transformation from services previously provided and will therefore require a fundamental budget review from 2009/10 onwards. The proposals emerging from the SCR programme are being costed as they develop and this is being examined in the context of the budget scenario now evolving for New Councils.

4.2 The principles and processes of the new model will therefore be implemented within the available cost envelope and may require some difficult decisions, depending on the scale of budget reductions necessary. Many proposals are positive in that they involve some investment in improved outcomes for service users, as well as efficiencies and reductions in posts due to the elimination of waste, but this will inevitably affect staff and will therefore have a lead in time and potentially a cost. Other challenging measures may have to involve a reduction of transport provision and removal of subsidies both of which are, to a degree, natural implications from the personalisation agenda in any event.

4.3 The Social care reforms, costed model and budget review are being managed in a coordinated manner and budget proposals will therefore be presented very differently than in previous years. One approach to budget categories which might be used in order to deliver the new model is as follows:-

Individual commissioning (ultimately the budgets which will be allocated through the Resource Allocation System)

Strategic commissioning

Field work / Assessment

Provider Services (net nil budget)

Business Support

4.4 Details of the services that fall within each category are shown at Appendix 1, and will feature strongly in the budget setting exercise now underway for unitary councils. The approach will have to involve combining bottom up design with top down affordability. The new model with leaner systems and resource allocation should provide a more robust framework for delivering budget targets whilst meeting user need, although year 1 will be very challenging as some changes will take time and will need careful handling given the nature of services we provide.

#### 4.5 SOCIAL CARE REFORM GRANT

4.5.1 Members will be aware that temporary funding of £0.9m has been allocated to Cheshire County Council in 2008/09 with a further £2m expected in both 2009/10 and 2010/11. This underlines the point that this programme is nationally driven and which is a 3 to 4 year programme.

4.5.2 The grant is currently being used to fund aspects of the change team, the experiment, external consultancy, and provider and market impact work. In Years 2 and 3 of the change programme the grant will be fully committed to continue to fund change management activities but also the inevitable cost of 'double running', phased implementation of new staffing structures, and transitioning services such as providers where scaling down or re profiling becomes necessary. It is difficult at this stage to estimate these costs with accuracy until the impact of personal choices becomes clearer but this level of funding will be vital to support such a fundamental change programme whilst continuing to provide essential services safely.

#### 5. LEGAL IMPLICATIONS

5.1 The introduction of Personalisation within the Social Care System has several fundamental legal implications which are being dealt with nationwide. In particular, the introduction of a Resource Allocation System (as described in item 8 below) and roll out of individual budgets to users may present some challenges as users transfer from the traditional system to the new model. Colleagues from legal have formed part of the redesign team throughout this process and have a seat on the Social Care Redesign Steering Group in order to ensure that all proposals are legally sound.

#### 6. RISK ASSESSMENT AND MANAGEMENT

6.1 A transformation programme of this nature has inherent risks however these are being monitored and managed with corporate audit and legal colleagues and through the programme risk register.

6.2 It is also important to note that the current system also has many risks and weaknesses – not least in providing, in some cases, out of date services which do not help deliver individual outcomes and which are not affordable in the longer term. The new risks have to be managed effectively but also balanced against those being designed out.

6.3 The most significant risks faced are the capacity and resourcing issues of managing these reforms in the context of LGR which will mean, in particular, that change management resources will soon have to be divided and that operational staff will have to focus keeping services running through the disaggregation. There is however no choice in terms of progressing the new agenda. In addition severe budget reductions in year 1 and 2 will be difficult to achieve due to scale and nature of change required and this will need to be factored into phased targets. Finally implementation of a RAS in April 2009 is challenging due to consultation, resource and financial issues but this is being progressed as a priority within the programme.

## 7. BACKGROUND AND OPTIONS

"The decision on this matter falls within the definition of a key decision and would normally be expected to be included within the Forward Plan which is published monthly and includes details of key decisions to be made within the four month period ahead. However, this decision can still be made where the procedure contained in Rule 12 of the Access to Information Procedure Rules in the Constitution has been followed. This provides that where the decision to be taken by such a date that it is impracticable to defer the decision until it can be included in the next Forward Plan, the Monitoring Officer must inform the Chairman of the Scrutiny Committee of the matter to which the decisions to be made, copies of the notice have been made available to the public at the shadow council's offices, and at least five clear working days have elapsed since the Monitoring Officer has complied with those obligations. In this case, the necessary procedure has been followed, and accordingly the Cabinet may take the decision".

### 7.1 SOCIAL CARE MODEL FOR NEW COUNCILS

#### 7.1.1 Purpose and High Level Principles

7.1.2 In January, 2008, the County Councils Executive accepted the Community Services Departments recommended purpose and high level design principles for its new model as a framework for more work to be done and detailed proposals to be worked up and tested. These principles were based on a number of factors but significantly the Government's directive and also analysis of current service provision carried out by external consultants 'Vanguard' in summer 2007. The purpose and principles are shown at Appendix 2.

7.1.3 Vanguard specialise in the elimination of waste in organisational systems and examine processes with the user at the heart of the improvements. In addition to the high level principles Vanguard also recommended that before change is implemented high level principles should be tested through experimentation and then, once new ways of working are established and proven to be effective, other areas of the business are 'rolled in'. The SCR programme adopted this approach and set up an experimental team applying new ways of working to all new users in the areas of Chester and Ellesmere Port. This approach, however, has been part of a much wider programme to develop the new model and the overall programme plan is attached at Appendix 3 to show the scale of the transformation required. The programme is in line with national guidance issued by the Care Services Improvement Programme (CSIP) in terms of trialling new ways of working whilst building a transformational strategic model.

7.1.4 The experimental and design period is now nearing completion and there are a number of more detailed proposals emerging which aim to deliver the new agenda, improve responsiveness to customer needs and make efficiencies. These are outlined below:

### 7.2. EMERGING STRATEGIC MODEL OF SOCIAL CARE

7.2.1 Based on the Government directive of an agenda which encompasses prevention, inclusion and personalisation the proposed model – at a strategic level – is attached as Appendix 4.

7.2.2 This outlines the scope of services and levels of intervention which will provide an accessible, informative and preventive framework, and which should provide the optimum service to all users needing some form of help, but which ensures that best value is secured.

7.2.3 In summary, this model locates preventive and reabling services, which are strategically commissioned by the Local authority and its partners, BEFORE an individuals eligible needs are assessed and resources are allocated to individuals in the form of personalised budgets and direct (cash) payments. The rationale is that by investing upfront to keep people well and get them back to good health, users enjoy improved wellbeing and resources are saved down the line.

### 7.3 SYSTEM PROTOTYPE

7.3.1 As a result of the experiment in Chester and Ellesmere Port it has been possible to review processes and policies by applying customer led, Lean Systems methodology. This approach, coupled with the new ways of working demanded by the personalisation agenda, has generated a system design which reduces the number of hand offs within the current system and has the effect of speeding up and improving the quality of responses to customers, whilst streamlining staffing structures.

7.3.2 The system prototype is still work in progress as issues such as customer access, local area presence, features of reablement services are researched and resolved but proposed approaches are developing. Current thinking is shown in detail at Appendix 5. Although feedback from both staff involved in applying these new processes and users receiving them is generally positive, further work and data is required to test how much demand teams will be able to take on this basis and whether it is more cost effective than current systems.

### 7.4 ORGANISATIONAL DESIGN

7.4.1 Organisational design is being developed in line with the high level principles and tested through the experiment. It is emerging that local 'patch' teams working in a more generic way should be created rather than the current model of a number of specialist teams which have the effect of creating hand offs for users, workload bottlenecks and career development issues for staff. At this stage it is thought that five patch teams in West and six in East may be required. Obviously, specific structures will need to be developed in the context of the resources available.

7.4.2 Some specialist teams will remain but only where a clear operational and business case can be made and this might include mental health, learning disability and occupational therapy teams. More specialist skills will be put at the front end of the system and fewer layers will exist in senior management.

7.4.3 Work is continuing with service experts and Human Resource advisers to build structural proposals and develop the roles and skill sets required for staff as a result. At the same time, this is being evaluated within the context of the emerging management structures for the new Councils.

## 7.5 RESOURCE ALLOCATION SYSTEM (RAS) & SUPPORT PLANNING

7.5.1 One of the key features of Personalisation is that Local Authorities will be required to have a RAS. The LAC 2008 states 'all individuals eligible for publicly funded social care will have a personal budget; a clear upfront allocation of funding to enable them to make informed choices about how best to meet their needs including their broader health and well being'.

7.5.2 Within the SCR programme a formula based RAS is being developed for approval within the new social care model, if possible, with effect from 1 April 2009. There are several impacts which Members need to be aware of which include:

Resources will be allocated on the basis of individual needs, regardless of their user group. This makes budget setting on the basis of user group e.g. learning disabilities / older people etc no longer appropriate.

The County Council's current charging policy will be affected and a public consultation exercise will be required in order to legally make the changes necessary. Individual users in a small number of cases will experience a change in their financial contribution as a result of this.

Transparent allocations of funds to individuals will become the norm (as opposed to professionally driven assessments of service provision and therefore costs) and council's will need to ensure they have robust audit mechanisms to protect public funds. Proposals for a RAS are therefore being drawn up and tested out with audit, finance and legal colleagues to ensure that all parties are protected. For e.g. Allocations to users will only be made on a four weekly basis in order to manage risk.

Resources will be more tightly controlled through an objective, transparent and cash limited system improving local budget management, cost modelling and reducing corporate budget risk. This is however a new concept and sharp financial management both on a macro and micro level will be critical.

Users can choose to continue to have their services directly provided and paid for from the Council if they do not want to manage funds directly, but the level of support they receive will be determined through the RAS and eligibility criteria.

7.5.3 The validity of the RAS formula to allocate on a realistic basis is currently being tested through experimentation but specific proposals, drawn up in partnership with other authorities, are well advanced and will be considered as part of the budget debate and future reports to members.

## 7.6 RE-ABLEMENT

7.6.1 As stated within the emerging model, reablement is being explored as a key feature of the new service. Again work is underway with other authorities and evidence being gathered to examine the benefits to users as well as the financial case. Investment in reablement services (many jointly provided by the Health sector in the form of Intermediate Care) should lead to economies in provision in the longer term.

## 7.7 PROVIDERS AND MARKET SHAPING

7.7.1 Provider care services are currently sourced both internally and externally and include day care services, domiciliary Home Care services and residential care. These have traditionally been commissioned by Local Authorities on behalf of users in line with their assessed need but one of the growing messages is that this has led to less choice and control for some users and restricting services to those that are available rather than those that are truly required.

7.7.2 Making transparent and upfront budget allocations, and involving users in their own support plan of provision, will have a huge impact in the current provider market including;

There will be a shift from strategically commissioned services to individually commissioned services which, although improving user choice, will inevitably change the composition and potentially destabilise the current market. This will need to be managed and controlled as far as possible with Local Authorities with third sector partners having a major role in stimulating the market and ensuring services which people need are available – whether internally or externally provided.

Current block contracts and building based services will need to operate on a more commercial basis and, if they fail to be chosen by individuals, will need to review their business model. This may affect economies of scale and staffing arrangements for some in house providers. Authorities will however need to ensure that a percentage of services are retained as a provider of last resort and to cover market failure etc as they will ultimately be responsible for users wellbeing.

The nature of services provided will change dramatically and demand is likely to grow for more tailored services for e.g. personal assistants, cleaning agencies, leisure facilities etc rather than traditional social services.

7.7.3 The SCR programme is examining these impacts and developing more commercial models for providers ranging from arms length joint ventures to social enterprises, examining the impact on council staff employed through these services, exploring the options for re profiling services into the future market e.g., reablement, personal assistants etc and looking into how to stimulate the market and ensure users are well informed and protected in their choices.

7.7.4 This will take some time to implement fully, depending on the nature of the model and the impact in the market. In the first instance, from April 1 2009, it is proposed internal providers of services will operate on a net nil budget basis so that, at least notionally, the income they earn from providing efficient and required services (both to individuals and local authorities directly) will cover their cost.

7.7.5 Unions have expressed concern at this aspect of the social care reforms in particular and we are consulting with them on this and other aspects of the SCR programme, although it has to be remembered that we are working in a national context and some changes are not negotiable.

## 7.6 IMPACT ON USERS / CARERS – CASE STUDIES

7.6.1 Overall this is a very positive development which has broadly been welcomed by professionals, stakeholders, users and carers. There are some compelling case studies of individuals who have previously been exposed to the limitations of the existing Social Care system and who, on receipt of wider choices and up front funding, have been able to lead a better life often at less cost to the public purse. Some case studies of users who have experienced new ways of working through the Chester and Ellesmere Port experiment are shown at Appendix 6a)&6b).

7.6.2 There are, however, those who are concerned about the scale of change who value their current arrangements and who would like them to continue. The reality is that they are likely to continue to receive services on more traditional lines if they decide to opt for that – to the extent that those services are strategically commissioned and provide value for money. Many vulnerable people will not want however to handle their own direct payments and Councils can continue to provide services direct.

7.6.3 Carers and Users are being consulted throughout the programme and their views are being taken into account against a background of nationally driven changes. A formal consultation exercise is to take place from October to December regarding views on the overall changes but specifically on charging policy as mentioned above.

## 8. OVERVIEW OF DAY ONE, YEAR ONE AND TERM ONE ISSUES

8.1 As outlined in this report, the introduction of Personalisation and new model of Social Care arising from that is anticipated nationally to be a 3 to 4 year programme. The impact of LGR within Cheshire should also be factored in and clearly it has been, and will be, a massive challenge to implement a fundamentally new model as well as create two new Councils. There is however no alternative if we are to achieve our objectives, but Councils will need to ensure that the changes are adequately resourced through base budget as well as Social Care Reform Grant and potentially other models.

8.2 Day one requires that the model is designed and agreed and that a RAS is ready to be implemented. Change resources need to be secured with a skilled and experienced implementation team in place. Structures and roles needs to be agreed and published. Strategic commissioning decisions need to have been made. Design needs to link up with other New Council services in terms of Customer Access, Housing, other universal services, and major partners including Health. Proposals will need to be agreed and linked with budgets and the model needs to be lean but deliverable.

8.3 Year One issues include the bulk of implementation in terms of new budgets, staffing structures appointed, RAS up and running with appropriate controls, and reshaping of providers towards the model agreed. The impact on Users, carers, staff and other stakeholders will need to be addressed and managed. Support will be vital in terms of providing transitional / temporary monies to move from the old to new processes and systems.

8.4 Term one issues include the requirement to have a fully implemented and functioning new model which has realised all envisaged benefits. Performance management and continuous improvement and modernisation will be key.

9. CONCLUSIONS AND RECOMMENDATIONS

9.1 All the work of the programme is now being pulled together within the context of East and West Unitary structures and budgets which could set more challenging target than originally envisaged.

9.2 Members are asked to fully endorse the direction of travel outlined in this report, and highlight any concerns or risks, so that further work can be done to produce costed proposals as part of budget setting over coming weeks and for further reports as necessary during the remainder of 2008/09.

For further information:

Portfolio Holder: Councillor Roland Domleo  
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Background Documents:  
Documents are available for inspection at:

Adults Budget structure 2009-10?

Strategic Commissioning

- Market shaping
- Pump Priming
- Emergency Cover/Secure units
- Prevention
- Reablement/Enablement
- Supporting People
- Supported employment
- Carers
- Intermediate Tier services
- Hospital Interface
- Joint Commissioning Infrastructure
- Extra Care Housing

Fieldwork/Assessment

- Patch teams
- Access
- EDT
- Safeguarding
- Brokerage/Advocacy

Individual Commissioning

- Nursing & Residential
- Home Care
- Day Care
- Networks
- Respite
- Transport
- Direct Payments
- Equipment
- Meals
- Linen
- Telecare
- Family Based Care

Infrastructure/Business Support

- Performance & Quality
- IT systems

In house provision (net nil)

## DESIGN PRINCIPLES

Have locally based teams of workers, wherever possible and appropriate, co-located with other players in the whole system. That will be part of our contribution to the localism agenda.

Make those teams/networks multi-disciplinary

End most of our functional splits into separate and specialist teams – for example, Access, Occupational Therapy, Reviewing.

Remove the division between adult and older peoples teams – instead local teams will help all adults in their local community according to demand  
Organise ourselves to be better able to provide advice and guidance to all Adults with Social Care needs including those who have enough money to pay for their own care.

Use a formula based Resource Allocation System to determine, at a relatively early stage in our engagement with people, how much public subsidy the Council is going to make available towards the achievement of outcomes. This will be a transparent process applied to all user groups and will include the application of the Fairer Charging Policy.

Streamline review processes, to take account of the changed relationship between ourselves and our customers.

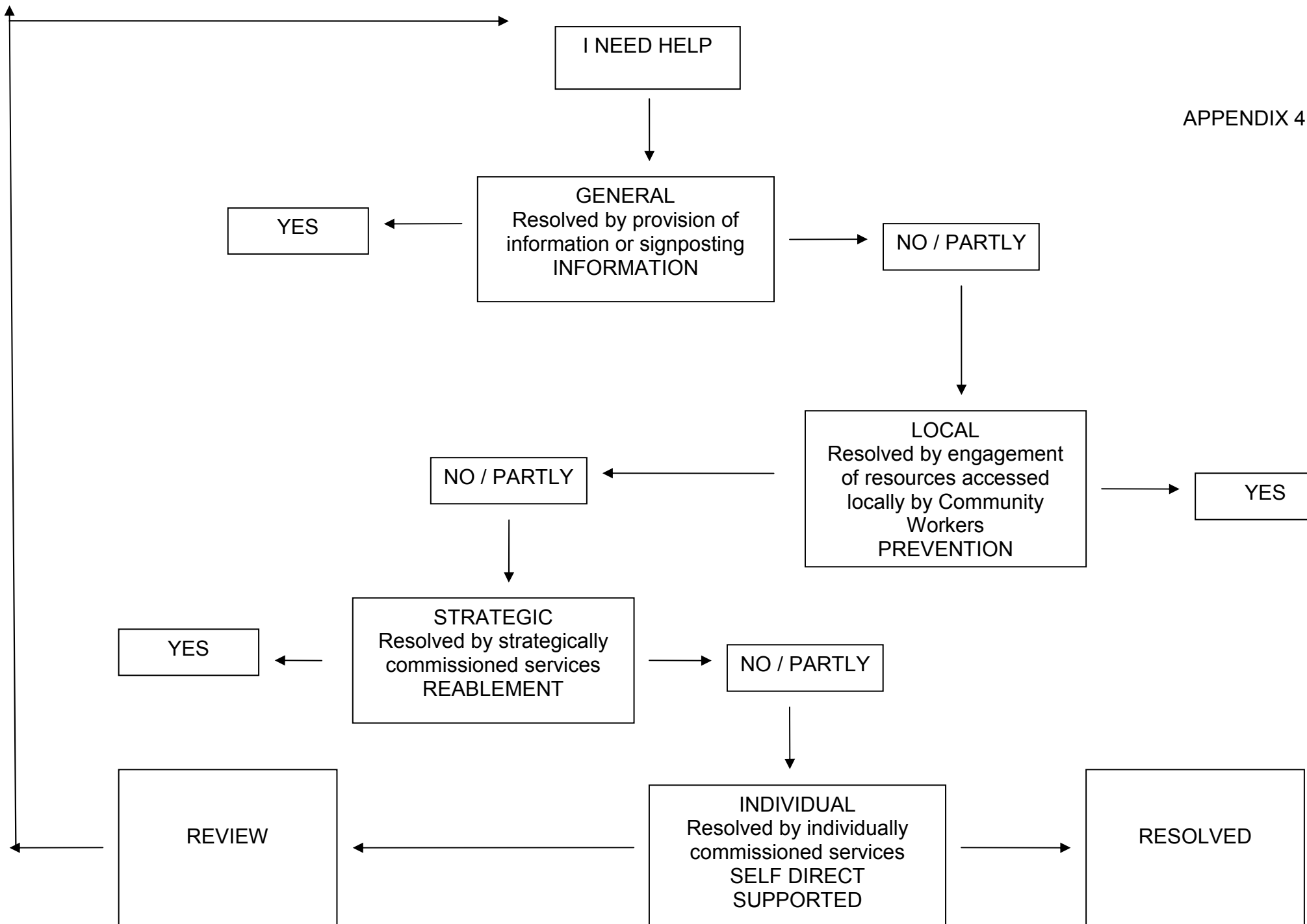
Separate the commissioning of services more distinctly from the running of services.

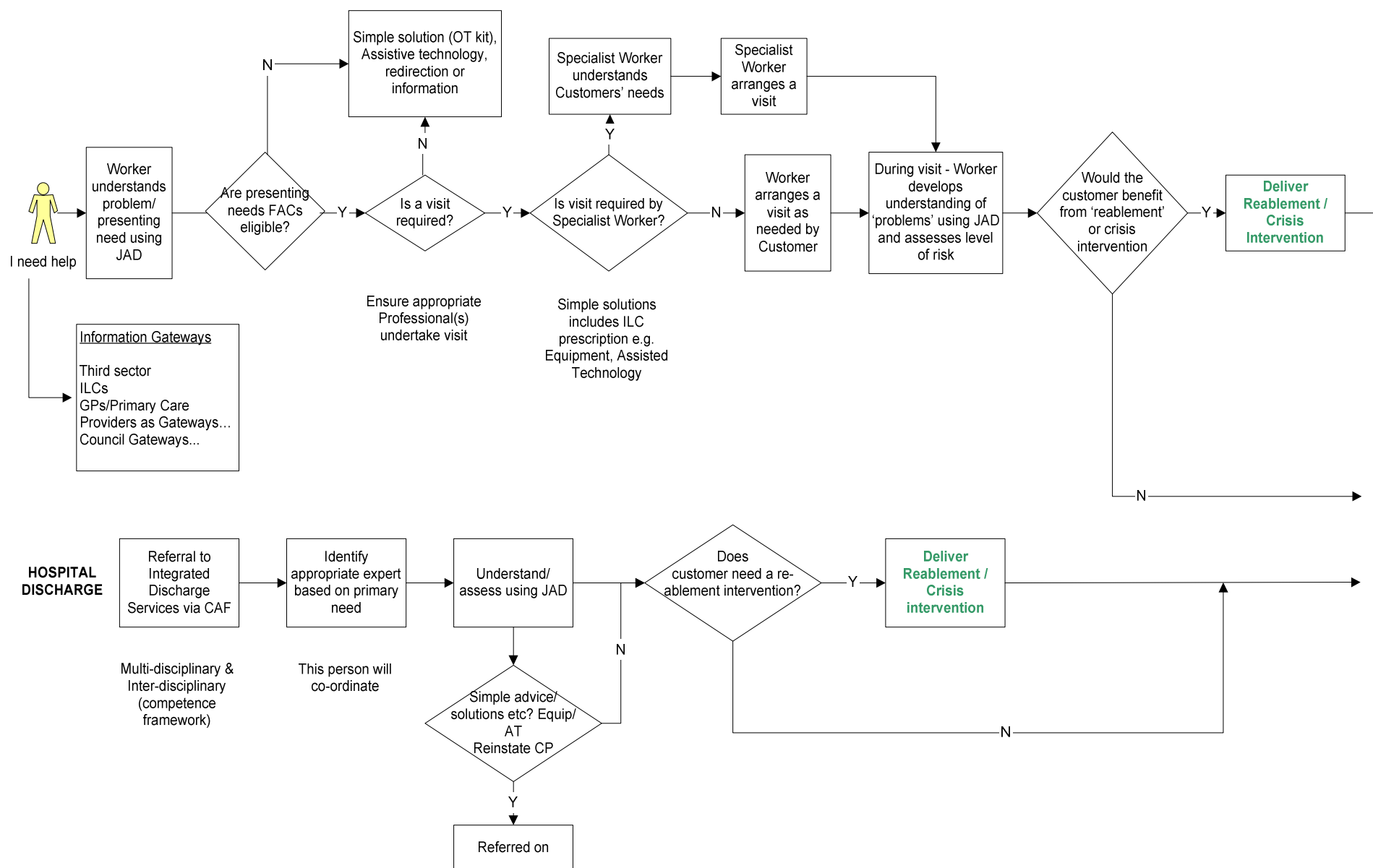
Establish a Strategic Commissioning function for Social Care.

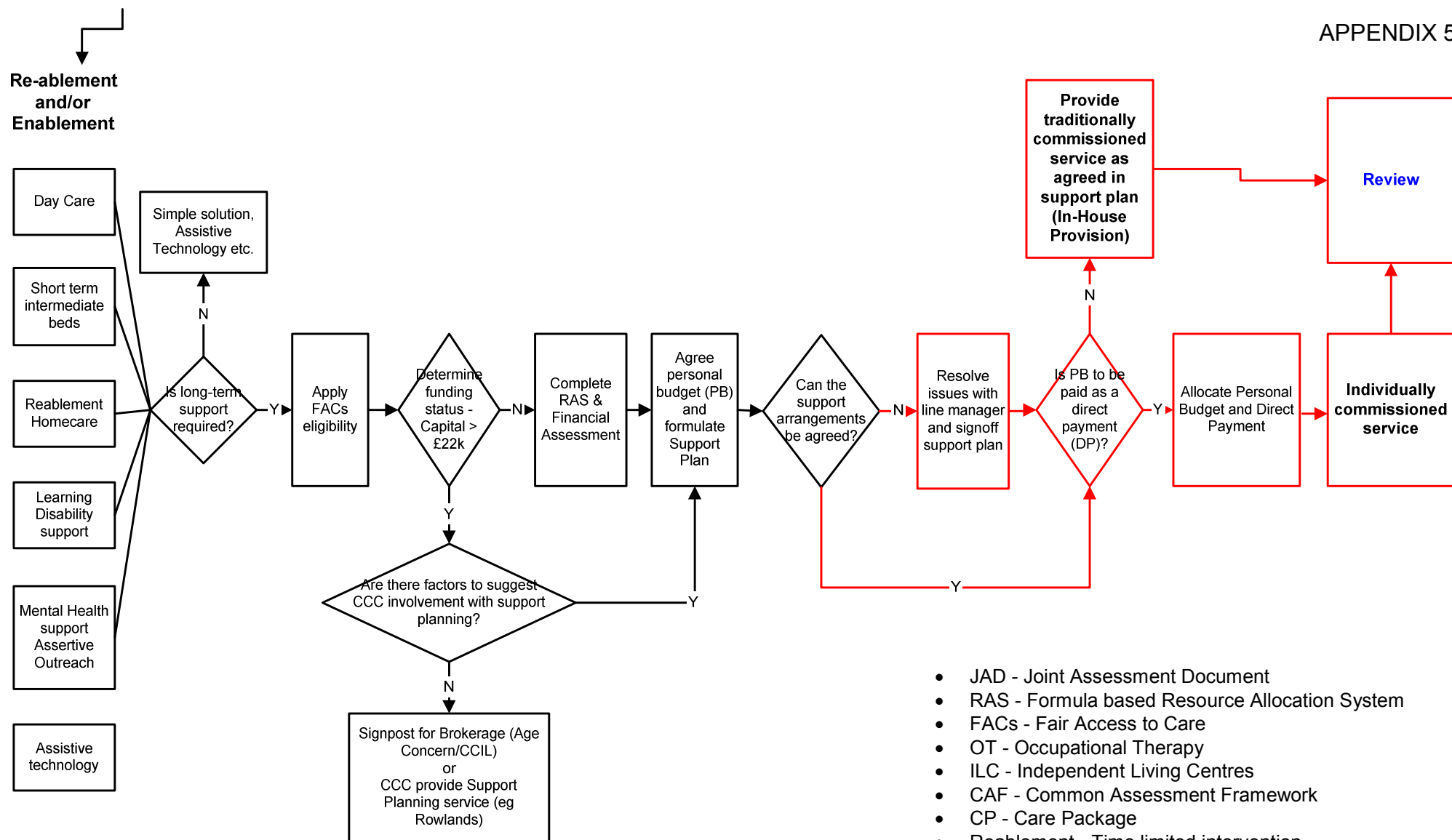
Gear up services currently provided directly to be able to offer themselves as a positive choice to customers who will have Direct Payments and Individual Budgets.

Rebalance Business Support services to support the redesigned organisation, in the context of our commitment to the development of Shared Services.

Explore, on a business by business basis, the scope for achieving closer integration of Social Care and Health, around both commissioning and service provision. That is already a policy of the Council, agreed by its Executive.







- JAD - Joint Assessment Document
- RAS - Formula based Resource Allocation System
- FACs - Fair Access to Care
- OT - Occupational Therapy
- ILC - Independent Living Centres
- CAF - Common Assessment Framework
- CP - Care Package
- Reablement - Time limited intervention
- PB - Personal Budget
- DP - Direct Payment

## CHESHIRE COUNTY COUNCIL – SOCIAL CARE REDESIGN TEAM

## Case Study 1 – Physical Disability

Case ref no on PARIS:	Date of referral: 23 May 2008
Case worker name: Corrie Nichols	Job Title: Social Worker
FACS Status at Referral: Substantial	FACS Status at 1st Visit: Critical
Case history:	
<p>The customer has recently moved to Cheshire from Harrogate. He was diagnosed with MS in 1985. He is wheelchair bound, using an electric wheelchair when outside the home and a manual wheelchair at home. He is also catheterised and unable to bear weight. Since moving to Cheshire, the customer had been encountering difficulties in establishing a care support network and his care package had broken down a number of times. He has had two periods of emergency respite at Vale Court. At present, he is still a resident at Vale Court. The customer's wife contacted the SCR team on 10 June, requesting assistance to establish an appropriate care support package to enable him to return home.</p>	
Case episode	
(why did the customer contact us and what did we do to resolve customer demand?):	
<p>The customers' wife has been providing substantial physical and emotional support to her husband for a number of years. However, her health condition has deteriorated (she suffers from ME) and her husband's care needs have increased such that she now needs carers to take over the role of providing physical support to her husband. Due to the customer's immobility, he needs assistance in being transferred in and out of his wheelchair, which is achieved through using a banana board. He also needs assistance with bathing and dressing himself, although he does like to be as independent as possible.</p> <p>A Joint Assessment Document (JAD) was completed with the customer and his wife on 20 June 2008. A financial assessment and formula based Resource Allocation System (RAS) was also carried out on 20 June 2008, to determine level of funding available to meet his unmet needs. The customer's RAS score was 100, which gave him a weekly direct payment budget of £620.</p> <p>A support plan was created and agreed with both the customer and his wife on 3 July 2008. This lists the main points that the customer feels are important to him and should improve his quality of life. The support plan has not yet been fully implemented, as the customer is still resident in Vale Court.</p> <p>The Individual Budget payment is currently being processed and should be in place very soon. The use of individual budgets enables the customer to implement changes in his home, such as installing laminate flooring instead of carpet, as well as providing him with the care support system that best supports his needs and wishes. These changes as well as improving his quality of life, should also improve his health.</p>	

Process improvements / Outcomes:

(how was the customer and staff experience different?):

Customer experience

Upon first completing the JAD, the customer's wife felt that it wasn't very person centred and the RAS didn't focus solely upon the customer, as it also took into account the carer and thus the results were skewed. However, the customers' comments were taken on board and the JAD was changed to demonstrate our commitment to the personalisation agenda, including giving customers more choice and control over their care.

The support planning process was approached with creativity and innovation at the heart of solution design and this was greatly received by the customer and his wife. The customer feels positive about the support plan and believes that it will support him with his personal care tasks at key times during the day, enabling him to live his life in the way that he chooses. He also believes that it will give his wife a break from supporting him, so that she can look after her health and be his wife rather than his carer, which is important to both of them.

The customer also feels that direct payments will enable him to spend the money, not just upon care facilities for himself, but upon improvements to his home (he wishes to install laminate flooring to enable him to move more freely about the home in his wheelchair). This will greatly improve his quality of life, both in terms of his mental and physical wellbeing.

Staff experience

The social worker involved in the case felt that the process helped her to build a better relationship with the client and to develop a "person centred" approach. The process also helped the clients to understand the complexities of arranging care and the cost of services, which has given them a better understanding of the workings of social services. Ownership direct relationship with provider

The customer and his wife had more control over who provided the care, the care they wanted and at the appropriate times to suit their needs. Whereas previously, social services were unable to provide the level of flexibility required by the customer through their in-house providers.

This placed ownership of managing the relationship between provider and customer with the customer and his wife rather than CCC. Customers are more inclined to maintain good relationships with providers when they have chosen them, this reduces burden on the social care system should care packages breakdown.

## CHESHIRE COUNTY COUNCIL – SOCIAL CARE REDESIGN TEAM

## Case Study 1 –Learning Disability

Case ref no on PARIS:	Date of referral: 13 May 2008
Case worker name: Denise McGovern	Job Title: Social Worker
FACS Status at Referral: Substantial	FACS Status at 1st Visit: Substantial
Case history:	
The customer has a learning disability and was referred to adult social services through his childrens' social worker. As the customer approaches 18 years of age he wants assistance to enable him to live more independently.	
Case episode (why did the customer contact us and what did we do to resolve customer demand?):	
<p>The customer was becoming depressed and felt confined due to his current living arrangements with his family. However, in order for the customer to be able to live independently, he would need help with managing his money. This was something a family member had controlled for him in the past, but the customer now felt that this arrangement was interfering in his life and stopping him from carrying out activities that he wanted to pursue and adding to his depression. The customer also wanted to access more activities and visit his girlfriend. In summary, the customers' aspiration was to enhance his social life and increase his independence.</p> <p>Although, the customer no longer wanted his family involved in helping him manage his money, he was quite happy for an external provider to do this for him. His ultimate aim though was to learn to manage his own money.</p> <p>During the process of producing and agreeing the support plan, the customer's mother was unexpectedly admitted into hospital. As the customer had expressed a desire to look after himself, we used this occasion to test the customers' capability to live independently and allowed him to stay on his own in his home. We arranged for him to have support workers at night time to help him with his health issues. As it turned out, the customer coped very well living on his own and had enjoyed his time and independence and said that he looked forward to repeating this liberating experience. The customer also felt comfortable that in future, he would not need overnight support as he could cope with support early evenings and mornings. This period of testing helped to finalise the customers' support plan as the social worker and the customer were confident with how well he had coped on his own. Naturally, we had more of an accurate assessment of the customers' ongoing support needs which would lead to him achieving his outcome of independent living.</p>	
Process improvements / Outcomes: (how was the customer and staff experience different?):	
<p>Customer experience</p> <p>Adopting a person centred approach enabled the customer to state who they wanted to involve in supporting them. This was important to the customer, as they wished to become more independent from their family. The person centred planning tools also helped the customer express what they felt was "wrong" in their lives at that moment.</p> <p>The customer was treated as a unique person with specific needs and not a number that needs processing. The customer had a big say in what they valued and what type of support was going to be most helpful to them. The solution was not imposed on the customer but designed with the customer on what was important to him. The customer found this most valuable.</p>	

Staff experience

The social worker felt that the use of Person Centred Planning tools enabled them to obtain information and knowledge about what really mattered to the customer which would not have been achieved previously. This information is vital in ensuring that the support plan prepared represents the client's wishes and enables him to explore and instigate options which will enable him to live happily and independently on his own.

In adopting the ethos of self directed support, the social worker was able to develop the support plan with the customer, outlining how the activities listed will meet the client's needs and outcomes; to become a "happier" person.

The social worker also felt that increasing the amount of high quality interaction with the customer allowed her to carry out a thorough assessment of the customers' presenting needs. With this knowledge she was able to setup an accurate support plan which focussed on meeting the customer's desired outcomes.

## Appendix 3

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## CHESHIRE EAST COUNCIL

### CABINET

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**Date of meeting:** 7 OCTOBER 2008  
**Report of:** Andrew Ross, Highways Strategic Manager  
**Title:** GREATER MANCHESTER TRANSPORT INNOVATION FUND  
– PUBLIC CONSULTATION

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#### 1.0 Purpose of Report

- 1.1 This paper has been prepared to allow Cabinet Members to respond to Greater Manchester's proposals for developing a Transport Innovation Fund (TIF) project (with Congestion Charging).
- 1.2 Following the Government's approval of Greater Manchester's TIF proposals for Programme Entry status, a consultation exercise has been launched to test whether the plans are publicly acceptable. Full details can be found at <http://www.gmfuturetransport.co.uk>. The deadline for comments is Friday 10 October.

#### 2.0 Decision Required

- 2.1 It is recommended that the TIF proposals are unacceptable to Cheshire East Council on the grounds that:
  - *This consultation exercise has again been largely targeted within the Manchester Boundary. In particular, it is unsatisfactory that efforts have not been made to fully engage with residents and business in the wider Manchester travel to work area on the scale used within Manchester itself. There is further concern that the planned referendum will only apply to Greater Manchester residents*
  - *There has been a complete lack of serious analysis and identification of transport improvements beyond the Greater Manchester boundary. The promoters have not acted to engage with the Cheshire Councils to consider cross boundary schemes that would be beneficial to residents and businesses and provide an alternative to paying the congestion charge.*

This proposed response should be sent to AGMA as a formal response to the TIF consultation and to the DfT and the Secretary of State for Transport to highlight Cheshire East Council's concerns about implementing these proposals.

**3.0 Financial Implications for Transition Costs**

- 3.1 No transitional costs anticipated.

**4.0 Financial Implications 2009/10 and beyond**

- 4.1 None

**5.0 Legal Implications**

- 5.1 None

**6.0 Risk Assessment**

- 6.1 The formal consultation process closes on the 10<sup>th</sup> October 2008. The risk of Cheshire East not making a formal response to this exercise is that the views of this council are not considered.

**7.0 The Greater Manchester TIF proposals**

- 7.1 Background information on the Greater Manchester TIF proposals, what they entail, their implications for Cheshire East and the Cheshire Leader's Group response to the initial consultation exercise are set out in Appendix 1.
- 7.2 Securing public acceptability for these plans is seen as crucial. A public referendum is also planned within each of the Greater Manchester Boroughs later in the year. For the scheme to succeed, it will need the support of at least seven of the ten authorities
- 7.3 Despite the concerns raised by Cheshire's Council Leaders at the first consultation, and despite the potential impact on Cheshire and Warrington residents and businesses as a result of any congestion charge, the TIF proposals and consultation remain concentrated on the range of planned improvements for Manchester residents. There is very little detail about potential measures or benefits that could be provided beyond the AGMA boundary in the wider travel to work area. However, some Cheshire residents and businesses may benefit from a few of the proposed schemes planned within the AGMA boundary.
- 7.4 One of the suggested benefits of this TIF proposal is less road congestion in Greater Manchester. If this were to be correct, it is possible that traffic levels would reduce and overall journey time reliability would improve, particularly on key routes in to Manchester itself. However, the latest reports from the London scheme suggest that congestion levels are now back to pre-charging levels. The significant risk arising from these proposals is that the income from the charge is insufficient to fund the £1.2bn debt and as a result the cost is increased or the zone extended.

- 7.5 Another key benefit being claimed from the TIF proposal is increased levels of investment and jobs in Greater Manchester. If the scheme does bring about enhanced and sustained economic growth in the City this would also act to benefit the prosperity of the wider sub-region. However, without any transport improvement these economic benefits will not be easily accessible to residents and businesses outside Greater Manchester. The charge could indeed encourage some businesses to relocate out of central Manchester to other areas, including Cheshire.
- 7.6 There remains an urgent need to explore potential measures that could benefit those living in Cheshire who commute into Manchester on a regular basis. TIF funding could deliver road links and higher quality public transport needed to reach destinations in the charging area.
- 7.7 A number of short, medium and longer term schemes to Cheshire residents have been identified. These are set out in Appendix 2. These schemes would offer an alternative to commuting by car for some people. Equally, all of the proposals have merit in their own right when seen as a package of proposals to improve transport networks between Cheshire and Greater Manchester.

## **8.0 The current consultation exercise – engagement with Cheshire.**

- 8.1 Following a meeting between Sir Howard Bernstein and the Cheshire and Warrington Chief Executives a mobile exhibition on the TIF scheme will visit Poynton and Wilmslow. Also, a short newsletter has also been prepared by GMPTE and has made available to neighbouring authorities to distribute in libraries and information points as well as on websites.

## **9.0 Cheshire East Council's – Proposed response**

- 9.1 The work on developing the proposed response was undertaken in consultation between officers at Cheshire County Council, Macclesfield Borough Council, Warrington Borough Council and Halton Borough Council. It is proposed as follows:
- 9.2 *Cheshire East support the view that the Greater Manchester authorities seek to convince ministers and others that they are part of a city-region which extends into Cheshire East. That said, the current TIF consultation exercise has been largely targeted within the Greater Manchester Authority area and there has been limited engagement with Cheshire neighbouring authorities.*
- 9.3 *There is clear evidence that the proposals will have a significant impact on the wider travel to work area, yet the proposals indicate that the planned investment will predominately benefit those living in Manchester itself with those people travelling from outside this area*

*having no improved choice of transport and will be faced with paying the charge.*

- 9.4 *If the TIF proposals are to deliver the full economic potential that is suggested, then they will need to extend and improve connectivity to labour markets and businesses outside Manchester. However, the planned measures do not address what improvements would be necessary for those areas beyond Greater Manchester including Cheshire East. A set of proposed short, medium and long term schemes has been identified, which should form part of any consideration to proceed with the TIF proposal. (Appendix 2 refers).*

## **10.0 Overview of Day One, Year One and Term One Issues**

- 10.1 Congestion charging is currently scheduled to start in summer 2013 at the earliest.

## **11.0 Reasons for Recommendation**

- 11.1 If the TIF proposals were implemented they would have a considerable impact on Cheshire East residents and businesses.

### ***For further information:***

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*Officer: Andrew Ross*

*Tel No: 01244 973926*

*Email: [Andrew.ross@cheshire.gov.uk](mailto:Andrew.ross@cheshire.gov.uk)*

**APPENDIX 1****BACKGROUND TO THE GREATER MANCHESTER TRANSPORT INNOVATION FUND (TIF) PROPOSALS**

Greater Manchester has secured Programme Entry status from the Department for Transport (DfT) for its TIF proposals. These have been prepared to address growing congestion and support future economic growth which it is argued would provide more jobs and prosperity in the Manchester sub-region.

The proposals are aimed at improving local public transport networks including increasing capacity and enhancing quality of service. Addressing current overcrowding on passenger transport services are seen as central to meet the needs of increasing numbers of commuters.

The package is made up of:

- An investment programme of over £2.8 billion;
- Reforms in the way that public transport is managed - including greater local influence over public transport systems; and
- A weekday, peak-time congestion charging system that is scheduled to start in Summer 2013 at the earliest, once 80% of the planned transport improvements are in place and at a maximum cost of £5 per two way journey.

Securing public acceptability for these plans will be crucial. The proposals are currently the subject of a consultation exercise. A public referendum within each of the Greater Manchester Boroughs is also planned to take place later in the year.

**SECURING PROGRAMME ENTRY**

Greater Manchester is one of ten local authorities who were successful in securing DfT pump priming funding to explore the merits of making a formal bid for full TIF funding.

With the closing of the DfT's deadline for the submission of bids for funding for 2008/09, Greater Manchester's bid emerged as the only proposal. The approach is considered necessary by Greater Manchester to ensure that traffic congestion does not undermine the level of economic growth required to meet the objectives of the City Region Development Plan. Leaders of the Greater Manchester Councils voted eight to two (Stockport and Trafford voted against) to approve the bid which was submitted to the DfT at the end of July 2007. Following the 2008 local elections, Bury also now oppose the proposals.

Following further detailed negotiations, the DfT confirmed that Manchester's bid had been approved for Programme Entry in June 2008. Details of the proposals are set out in more detail below.

In contrast, other local authorities who have been undertaking initial studies are making far slower progress. A number of authorities (including the West Midlands authorities, Shropshire and Cambridgeshire) have already confirmed that, based on the evidence gathered, they will not be submitting bids. This is largely as a result of strong local opposition to road user charging which is a critical factor for securing full TIF funding.

#### GREATER MANCHESTER'S TRANSPORT INNOVATION FUND SCHEMES

Greater Manchester's TIF proposals are centred around a proposed £2.8 billion package of transport improvements. This will be funded by £1.5 billion of TIF grant funding, £1.2 billion of borrowing (which would be paid back over 30 years using congestion charge revenues) and £0.1 billion of third party contributions. This funding is in addition to the £0.6 billion which was recently confirmed for Metrolink Phase 3A and £0.2 billion of DfT funding for extra railway rolling stock.

It is forecast by Greater Manchester that measures would increase public transport capacity in the morning peak by some 40%. Proposals include:

- More than 30km of new Metrolink track, extending the network to Ashton, East Didsbury, Wythenshawe and Manchester Airport, Oldham and Rochdale town centres, and the Trafford Centre. The programme also includes a new second City Centre crossing to provide the capacity for enhanced frequencies and network resilience;
- The Leigh – Salford – Manchester, Route 8 and Oxford Road Bus Rapid Transit schemes which will offer time savings of up to 25% along segregated routes using superior quality vehicles;
- New heavy rail rolling stock for all major routes into the Regional Centre crossing charging routes, alongside a programme of station improvements;
- 25 enhanced bus priority corridors will be introduced along all major routes which cross charging routes. These will offer time savings of up to 15%;
- Bus frequencies will be increased and new services will be introduced, including new through services to provide better connectivity across the Regional Centre, reducing the need for interchange and increasing the number of yellow school buses;
- New interchanges will be built within the Regional Centre, Bolton, Rochdale, Stockport, Altrincham and Wigan;
- Doubling the number of park and ride spaces including new strategic sites located adjacent to the M60, providing commuters with an opportunity to connect with high quality public transport and avoid the charge; and
- There will be a step change in travel information, integrated and smart ticketing and a significant behavioural change programme working directly with employers and with the Greater Manchester Chamber of Commerce.

The proposed charging would be undertaken using tag and beacon technology. It would operate at peak time as follows:

- Inbound morning peak (0700 – 0930). £2 to cross the M60 outer ring and £1 to cross the intermediate ring road;
- Outbound evening peak (1600 – 1830). £1 to cross the intermediate ring road and £1 to cross the M60 outer ring; and
- There will be no charges applied outside the core hours. Charges will not be applied at weekends or on Bank Holidays.

The proposals for congestion-charging scheme include provisions or exemptions for blue badge holders, motorcyclists and those attending regular hospital and medical appointments. There is also a possibility that low-income workers could be given a 20% discount on the charge. We are advised that these discounts will apply to all – not just Greater Manchester residents.

To support the high level of borrowing necessary to deliver the various infrastructure improvements, there is a risk that, over time, the level of charging and the boundaries of the scheme may have to be revised.

#### INITIAL PUBLIC CONSULTATION EXERCISE

Prior to making the bid for Programme Entry, the Association of Greater Manchester Authorities (AGMA) took into account the results of a number of consultation exercises. This included the views of an independent panel of local business representatives and economists. They were satisfied that the proposals were acceptable for the bid to proceed.

This also took into account the results of an extensive engagement exercise with the local community and local businesses. Polls carried out by GfK NOP examined the views of 5,000 Greater Manchester residents and 1,000 local businesses. Results revealed that a slim majority of residents supported the call for congestion charging. Businesses were less supportive but a clear majority of both groups endorsed submitting the bid.

Now that this bid has been approved for Programme Entry status, a further round of public consultation has been launched to test whether the proposals are publicly acceptable and to provide evidence whether the Greater Manchester authorities should proceed with the package for final Government approval. The deadline for submissions is Friday 10 October 2008.

It has also been confirmed that a public referendum will take place in the Greater Manchester authorities in December 2008. This will be monitored by the Electoral Reform Society. For the scheme to succeed, it will need the support of at least seven of the ten authorities. A recent Ipsos MORI poll of some 5,000 residents was used to test the acceptability of the proposals. When asked the question “do you think the councils should accept this offer from the Government”, 53% of respondents

supported the offer, whilst 40% opposed it. When asked whether they themselves supported the proposal, support dropped to 41%. The different results for the two questions show how crucial the wording of the referendum question could be to the result. It has also been suggested in press articles that of the people interviewed a high proportion were already existing public transport users who would be, perhaps, more inclined to be supportive of the proposals.

## IMPLICATIONS FOR CHESHIRE EAST

The 2001 census data reveals some 28,440 Cheshire residents travel into Greater Manchester on a daily basis for work using a variety of modes. 64% of these trips originate in Macclesfield District. The equivalent number of trips for other purposes is not known but can be assumed to be equally significant. Of course, it should be noted that not all of these trips enter the proposed charging zone. A more detailed indication of the impact on Cheshire East residents is provided by some of the initial outcomes of the County Council's strategic transport model. This forecasts that some 12,669 travel to work trips take place from Cheshire to inside the M60 cordon on a daily basis. It can be assumed that the majority of these trips occur during the morning peak period and, hence, will be subject to the proposed charge. 82% of these trips are made by car with a further 3% of trips being made by car passengers. 13% of the trips are made by public transport, the majority (11%) by train.

The views of Cheshire residents towards road user charging was explored in the 2006 Cheshire Community Survey. This found that 62% of respondents considered congestion to be a problem in Cheshire. 73% considered this to be a result of the volume of traffic on the road. A number of options relating to charging were tested and in each case, the majority of respondents were against the introduction of road user charging. Nevertheless, 40% of respondents indicated that they would be in favour of road user charging but only if realistic alternative ways to travel were in place, it would reduce traffic levels and it would reduce the need for large scale road building projects.

The TIF proposals set out in considerable detail about the range of planned improvements for Manchester residents. However, there is very little detail about potential measures or benefits that could be provided beyond the authority boundary in the wider travel to work area. For Cheshire, there is only passing reference to improving capacity on the Mid-Cheshire Line and on the Stockport to Manchester Line with passing reference to links to Macclesfield, Alderley Edge and Crewe. There is no commentary on whether the proposed integrated ticketing or pre-payment cards will be available outside the current Manchester Passenger Transport Authority boundary.

Three improved park and ride schemes adjacent to mainline railway stations would be developed outside of the M60 just to the north of the Macclesfield Borough boundary, enabling residents to access the expanded and improved public transport network within Greater Manchester without having to drive into the congestion-charging zone. There would be an expansion of the existing facility at Heald Green, a new multi-storey car park at Cheadle Hulme and an expansion of the existing facility at Hazel Grove. These park and ride schemes would be well lit with 24 hour CCTV monitoring. Parking would be free for passengers making onward journeys by

public transport. Similar proposals are made for a park and ride facility at Birchwood, Warrington. Improvements to passenger interchange facilities at Altrincham and Stockport are also proposed – which if implemented has the potential to improve the journeys by public transport for some Cheshire East residents.

In the longer-term, the suggested benefits of the TIF proposals are increased investment and jobs and less road congestion in Greater Manchester. If this were to be correct, it is possible that traffic levels would reduce and overall journey time reliability would improve, particularly on key routes in to Manchester itself. However, the latest reports from the London scheme suggest that congestion levels are now back to pre-charging levels. If the scheme does bring about enhanced and sustained economic growth in the City this would also act to benefit the prosperity of the wider sub-region. Equally, the charge could encourage some businesses to relocate out of central Manchester to other areas, including Cheshire East.

### CESHIRE LEADER'S RESPONSE TO THE INITIAL CONSULTATION

The Greater Manchester TIF bid was the subject of a detailed debate at the Leaders of Cheshire and Warrington Councils meeting which took place on the 29 June 2007. It was agreed that the following response would be sent to AGMA.

*Greater Manchester authorities have been at pains to convince Ministers and others that they are part of a city-region which extends into Warrington and North East Cheshire. It is clear that the proposals will have a significant impact on these areas and yet recent consultation was aimed at Greater Manchester stakeholders only.*

*The proposals clearly identify that if they are to deliver the full economic potential outlined in the study, that they will need to extend and improve the connectivity to labour markets outside the Greater Manchester administrative area. To achieve this AGMA has proposed a transport strategy involving a congestion charging regime that follows a significant package of public transport and highway investments. This approach has failed to address what highway and transport improvements could be necessary for those areas beyond Greater Manchester including Cheshire and Warrington. The acceptability tests identified have only been applied to Greater Manchester residents and not to those people and businesses beyond, who would also make a significant contribution to Greater Manchester economic success.*

*The Leaders resolved that:*

- 1. The current TIF bid is unacceptable to the Cheshire and Warrington sub-region as long as it fails to address the highway and transport improvements needed beyond the GM boundary into the sub-region*
- 2. The promoters of the bid should be asked to engage with Cheshire and Warrington to identify the impact of the proposals on the sub-region and what package of measures should be available in any future investment programme*
- 3. Following this assessment, a full and proper consultation should be carried out with Cheshire and Warrington residents and businesses, with the results shared with*

*the sub-regional authorities to help inform their position on the proposals.*

At its AGM on 26 July 2007, the Local Government Association - Cheshire Branch also discussed this issue and endorsed the unified response of the Cheshire and Warrington Authorities as set out above. It was agreed that, individual authorities would also want to make their own responses as part of the formal consultation process. The Halton Borough Council representatives on the LGA reserved their position.

<b>Fares</b>	
Public Transport Fares, Ticketing and Information Schemes:	Cross boundary issues on rail and bus fares into Manchester. The cross boundary cost inequality of rail fares is a particular issue between Greater Manchester and Cheshire. TIF proposal should consider extending their “integrated and smart ticketing” proposals (ie on bus, rail and metro) to the Cheshire areas affected.
<b>Road Schemes</b>	
Manchester Airport Eastern Link Road (West)/ Stockport Bypass	SEMMMS Scheme proposal to link the M56 Manchester Airport Spur to the A6. Detailed preparation and design work has been completed. Relieves road corridors around the periphery of the congestion charging zone which are likely to be affected by traffic re-assigning.
<b>Bus Schemes</b>	
C-NET Services	<p>C-NET is a proposed network of high quality, high speed, coach standard express services developed as part of the multi modal studies for M6 and South East Manchester. The following potential express routes have been identified through these studies:</p> <ul style="list-style-type: none"> <li>• Stoke to Manchester (via Congleton and Airport)</li> <li>• Crewe to Manchester (via M6 Park and Ride and Airport)</li> </ul>
QBS Services	<p>Quality Bus Schemes (QBS) to provide improvements to bus infrastructure and higher levels of service (ie frequency and reliability) on the following routes:</p> <ul style="list-style-type: none"> <li>• Service 130 (Macclesfield – Wilmslow – Manchester) currently half-hourly *</li> <li>• Service 191 (Middlewood – Poynton – Stockport – Manchester) currently hourly *</li> <li>• Service 199 (Buxton – Disley – Stockport – Manchester Airport) currently half hourly *</li> <li>• Service 392/3 (Macclesfield – Adlington/Bollington – Poynton – Stockport) currently 2 hourly</li> <li>• Transpeak Service (Nottingham – Derby – Buxton – Disley – Manchester) currently 2 hourly</li> </ul> <p>Propose an increase in frequency of up to 3 journeys per hour on busiest routes.</p>
Congestion Reducing Measures	Introduce appropriate highway measures to reduce congestion on the radial routes. Also benefits buses from Cheshire into Manchester to ensure efficient and viable operation of existing bus services and QBS and C-NET proposals *
<b>Rail Schemes</b>	
Passenger Improvements	To improve the quality of passenger facilities and services on the rail lines serving Manchester. To include improved passenger waiting facilities, additional CCTV, improved parking facilities and security, Customer Information and Public Announcement Systems on the following rail lines:
Passenger Improvements	<ul style="list-style-type: none"> <li>• Mid Cheshire Line (Chester to Manchester via Knutsford and Altrincham)</li> </ul>

(continued)	<ul style="list-style-type: none"> <li>• Crewe to Manchester Line (via Handforth and Airport)</li> <li>• East Cheshire Line (via Congleton, Macclesfield and Poynton)</li> <li>• Hope Valley Line (via Disley)</li> <li>• North Staffs Line (Stoke to Crewe via Alsager)</li> </ul>
Station Schemes (and P&R)	Increase capacity at station car parks and platforms where required to cope with potential increase in demand. Stations to be considered include Knutsford, Disley, Congleton, Macclesfield, Alderley Edge, Nantwich Station (access issues identified by Nantwich Now Group), Poynton, Holmes Chapel, Sandbach, Handforth. A prioritised programme to be developed in partnership with the Train Operating Companies, Passenger Focus, Rail User Groups and Network Rail.
December 2008 Timetable	From December 2008 Cheshire will have reduced level of service from some Cheshire Rail Stations to Manchester and the Airport. For example, at peak times journeys from Chester to Manchester on the Mid Cheshire Line will terminate at Stockport. This is due to pathing constraints brought about by the Department for Transport's High Level Output Statement which will increase the frequency and speed of services to London. This service reduction needs to be redressed as part of any proposals to improve rail connectivity to Manchester.

<b>TIF TRANSPORT PROPOSALS FOR CHESHIRE REQUIRING SCHEME DEVELOPMENT FUNDING</b>	
Manchester Rail Hub Study (and Capacity Issues):	Northern Way / Manchester Hub Phase 1 Study: Need to ensure that capacity issues for train paths into Manchester on all Cheshire lines and services are included in the scope of the study. Potential increase in demand if TIF proposals proceed. Overcrowding on trains at peak times. Phase 1 of a major study only recently underway.
Local Rail Study:	A local rail study is required that looks into local and sub regional commuting rail network for Cheshire which will include the outcome of the Northern Way / Manchester Hub Study. This study should consider the potential for the following: <ul style="list-style-type: none"> <li>• Improved connectivity and service levels (higher frequency / faster journey times) on all rail lines into Manchester</li> <li>• Tram-Train networks for the Cheshire Sub Region as a local alternative to heavy rail</li> <li>• Middlewich Branch Line Re-instatement (for passenger services between Crewe and Manchester)</li> <li>• Consider the benefits of implementing the Western Rail Link to Manchester Airport in terms of rail connectivity</li> </ul>
A5 Corridor	Corridor route study required to address radial congestion on routes to Manchester.
TIF Monitoring Scheme	Funding for TIF impact studies, performance measuring and monitoring on Cheshire's networks.

## CHESHIRE EAST COUNCIL

### Cabinet

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**Date of meeting:** 7 October 2008  
**Report of:** Partnerships Workstream, Performance & Capacity Block  
**Title:** DEVELOPING A MODEL FOR LOCAL WORKING

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#### **1.0 Purpose of Report**

- 1.1 To consider the development of a model for local working across the Cheshire East authority area within the context of the People and Places bid, the wider partnership agenda and recognising the need for community engagement and empowerment mechanisms.

#### **2.0 Decision Required**

- 2.1 To agree the following:

- (a) a set of principles to inform the development of local working, both at area and neighbourhood level;
- (b) an outline model of local working detailed in Appendix A as the basis for further work and discussion with Members, officers and partners;
- (c) to establish a number of Local Area Partnerships (LAPs), the number and boundaries to be finalised following detailed debate with strategic partners (e.g. police, fire, health, etc.), local councils and third sector representatives;
- (d) draft terms of reference for the Local Area Partnerships so as to inform this detailed debate;
- (e) further work be undertaken on the potential cost of and options for supporting local working as identified through ongoing discussion; and
- (f) further work be undertaken on the possible functions which could be delegated to Local Area Partnerships, having regard to existing schemes of delegation across the four authorities and also the views of partners and any delegations they may wish to make.

#### **3.0 Financial Implications for Transition Costs**

- 3.1 None identified

#### **4.0 Financial Implications 2009/10 and beyond**

- 4.1 It is likely that there will be cost implications should the Council agree to develop an approach to local working as outlined within the People and Places bid. However, the scale of such costs and time at which they would be incurred will be determined by the implementation arrangements.

## **5.0 Risk Assessment**

- 5.1 One of the key success factors of the People and Places bid was “a significant commitment to area and neighbourhood working that enables a balanced and effective approach to the delegation of service planning and delivery” through a framework which combines strategic leadership and neighbourhood flexibility. The Bid strongly promotes the establishment of Area Programme Boards to provide this interface. In assessing the success of the LGR transition and implementation of the principles underpinning the successful bid, it is likely that CLG will pay particular attention to this aspect of work.

## **6.0 The Case for Local Working – The National Context**

- 6.1 Statistical evidence shows that:

- 61% of people in England do not believe they can influence local decisions;
- Satisfaction with councils is lower than satisfaction with council services and has fallen in most places;
- Two thirds of people do not vote in local elections;
- 71% of people identify strongly with their neighbourhood; and
- 73% of people say they want neighbourhoods to have more influence over some services and budgets.

- 6.2 In response, the Local Government White Paper, “Strong and Prosperous Communities”, put forward a framework for double devolution, i.e. devolution from central to local government level and beyond this to the community level:-

*“power should be devolved through councils and local public services to the communities they service, by building the capacity of communities to solve problems for themselves and by fostering greater community involvement in local governance”*

- 6.3 The subsequent Local Government & Public Involvement in Health (LGPIH) Act placed a responsibility on local authorities to play a lead role in establishing mechanisms for this empowerment. The more recent White Paper - “Communities in Control: Real People, Real Power” - sets out a range of proposals which aim to support this. The Government’s intention is to generate vibrant local democracy and give real control over local decisions and services to a wider pool of active citizens. The White Paper addresses seven key issues which are treated from the perspective of individual citizens: being active in the community, access to information, having influence, challenge, redress, standing for office and ownership and control.

- 6.4 The LGPIH Act also promotes a reorientation of the local government performance management framework around the needs and priorities of citizens and communities through the replacement of Comprehensive Performance Assessment (CPA) with a more rigorous Comprehensive Area Assessment (CAA). This will require public sector services to be assessed together, irrespective of which partner is delivering them, to establish how community outcomes are being improved. Inherent in this is a far greater emphasis on targeting resources to community priorities based on robust intelligence and information. This approach reinforces the importance of the partnership dimension to area and neighbourhood working.
- 6.5 In meeting the expectations the Act and subsequent White Paper, there is no prescribed or recommended approach on offer from government though there is a potential menu of approaches being adopted across the country which address:
- more responsive local management of services;
  - community engagement; and
  - community governance.

## **7.0 The Case for Local Working – The Local Context**

- 7.1 In an attempt to interpret and reflect Government thinking, the People and Places bid promotes effective area and neighbourhood working that reflects the democratic process, enables interactivity with partners and is based on real communities of interest. In particular the bid promotes:
- A significant commitment to area and neighbourhood working that enables a balanced and effective approach to the delegation of service planning and delivery
  - Community influence over public sector activity
  - An effective role for Parish & Town councils, individually so they can undertake their important local roles even better and collectively within the local and strategic partnership frameworks
  - Community organisations and neighbourhood partnerships playing a key role in influencing authority wide decisions and in working to deliver local services responsive to the needs of people and communities
- 7.2 The People and Places business case also suggests an Area Programme Board model with devolved decision making and budgets, with the following functions:
- Bringing together and providing a collective voice for the multiplicity of groups and organisations who are active locally, to influence the shape of high level strategy and policy, including the Sustainable Communities Strategy and individual plans of key agencies such as the PCT, Police etc

- Developing area action plans (based upon the building blocks of Parish and Neighbourhood Plans) to provide the local dimension to LAAs
- Monitoring and scrutinising performance in the local delivery of mainstream (standard) services and the meeting of LAA targets
- Providing a collective local response to one off issues or proposals upon which the community has a view and articulating these at the local authority or LSP level
- Providing a 'port of call' for the resolution of community calls for action

7.3 There are already a number of local working mechanisms operating within the county ranging from community engagement to decision making and service delivery, examples from Cheshire East being:

**Area Forums (engagement)** – e.g. Congleton Borough Council Area Forums, Police Forums, Macclesfield Area Forums, Crewe & Nantwich Neighbourhood Action Programme, Valley Community Action Programme, Wistaston Green Partnership, etc.

**Area Committees (decision making)** – e.g. Local Joint Highways & Transportation Committees, etc.

**Area Partnerships (co-ordination)** – e.g. District LSPs, CDRPs, Market Town Partnerships, district thematic groups, etc.

**Service Delivery** – e.g. joint highways teams, police neighbourhood units, Multi Agency Development Teams (Children's Services), Tasking & Co-ordination (T&C) meetings, Multi Agency Problem Solving (MAPS), etc.

7.4 As a number of these mechanisms are partnership groupings or long standing, they will continue regardless of local government re-organisation and any future framework for local working, either in partnership with others or not, will need to have regard to them if their effectiveness is to be maximised.

## 8.0 Learning from Elsewhere

8.1 The majority of large unitary authorities have some form of local working in place and, to inform thinking, the officer working group has contacted/visited a number of authorities to gain an understanding of what is in place elsewhere. These areas have included recognised good practice (i.e. beacon authorities), comparators, neighbouring authorities and others. Again, examples across the range of community engagement to service delivery can be found. Also, hybrid models can be found, for example where decision making committees are informed by wider partnership forums, or where there are a large number of community boards linked to the community planning/LSP

structure. More detail on these examples can be provided to Members on request.

- 8.2 What is clear from looking across the country, is that local working takes time to develop and often needs to be reviewed and changed to suit local circumstances. It is also increasingly the case that local working arrangements need to be developed and jointly implemented with key partners if they are to be truly effective.

## **9.0 Developing an approach for Cheshire East**

- 9.1 In determining any approach to local working and identifying appropriate criteria against which success can be measured, it is important to be clear about the outcomes we want to achieve as a result of working at a more local level. These outcomes are likely to be wide ranging and include:

- A more effective, co-ordinated approach to tackling local needs and priorities, particularly in those communities where a more intensive approach is required
- More responsive local management of services
- Improved engagement with citizens
- Actual empowerment of citizens
- Greater citizen satisfaction
- Enhanced community governance
- Increased voter turnout
- Enhanced community leadership role for unitary councillors
- Value for money

It is intended that specific outcome measures will be developed in close collaboration with others over the coming months. These measures may include indicators drawn from the new National Indicator Set and Place Survey and will include those already identified in the current Cheshire Local Area Agreement.

- 9.2 The thinking behind this crucial area of work has to date been driven through a multi-agency officer group including representatives of the four current local authorities operating in the Cheshire East area, Cheshire Constabulary, Cheshire Fire and Rescue Service and Central and Eastern Cheshire Primary Care Trust. As such, a number of key statutory partners are already playing a pivotal role in shaping the future direction of partnership working at both area and neighbourhood level in Cheshire East.
- 9.3 Working alongside the officer group described above, a cross-party Member working group has also been considering the options for taking this issue forward over recent weeks and has agreed a set of principles to guide the process. These are set out below for the Cabinet's approval:

PRINCIPLE	INTERPRETATION
Evolutionary	We will change and adapt our approaches to local circumstances based on intelligence, learning and evaluation
Leadership	We will act as and with community champions and empower communities, groups and individuals, providing opportunities to work with others in tackling issues of local importance
Delegation/Devolution	We will encourage and build community capacity in order to delegate <u>or</u> devolve power, control and decision making to the lowest practical level, (i.e. as close as possible to the point of service delivery whilst securing value for money) so that action can be taken more efficiently and effectively
Added Value	We will ensure that any structures and mechanisms put in place have measurable outcomes and demonstrate additional improvement for the resources invested through effective performance management
Flexibility	We will recognise the diversity of localities through different working arrangements and within agreed frameworks and service standards
Inclusivity	We will seek to engage effectively and empower people and communities to participate
Accountability	We will ensure that our decision making processes are visible, transparent and accountable, in line with Compact principles
Responsibility	We will take collective ownership, with partners, of identified community issues and priorities
Understandable	We will promote structures and processes which are as simple to follow and engage with as possible
Evidence Based	We will share and promote available information and data to better inform our plans, actions and decisions and, in doing so, increase understanding and knowledge of our communities and the impact we are making
Affordable	We will ensure resources are available, within budgetary constraints, whilst balancing the need to demonstrate value for money in addressing the diverse needs of communities across the Cheshire East area

9.4 In an attempt to meet the aspirations for local working articulated nationally by the government and locally within the context of the

People and Places bid and reflect current local working arrangements across Cheshire East in line with the principles outlined above, a proposed draft model for local working has been developed (see Appendix A). Effective local working needs to take account of the priorities and characteristics of all neighbourhoods recognising that one size does not fit all. In recognition of this, the model promotes a multi-layered approach to provide tailored solutions according to local needs, issues and circumstances. This might, for example, result in a more intensive partnership approach in neighbourhoods facing complex problems or a 'lighter touch' approach in areas which face fewer challenges or where communities are empowered to take more control.

- 9.5 Any approach needs to be based on a strong foundation of partnership working and it is therefore recommended that further developmental work on the model be undertaken in partnership with others who have a stake in the Cheshire East area. It is suggested that a series of one-to-one discussions and broader developmental workshops be held over the course of the next three months (Oct – Dec) with a view to agreeing a detailed model and approach for partnership working at a strategic, tactical and operational level by the end of the year. The key stakeholders to be involved in this process are listed in Appendix B though existing networks will also be used to ensure as wide engagement as possible.
- 9.6 To enable this debate with partners to take place, the Member Working Group is proposing that an 'in principle' decision be taken to establish Local Area Partnerships with the following draft terms of reference as a starting point for development.

<b>Suggested Terms of Reference</b>	
1.	Build partnerships and inter-agency working with local public, private and voluntary organisations.
2.	Develop structures and approaches that ensure the involvement of residents and communities of interest in local issues and decision making.
3.	Oversee the development of mechanisms for community involvement, engagement and empowerment throughout the area.
4.	Lead in the process of identifying local issues and priorities.
5.	Assist local elected Members to represent the interests of their communities.
6.	Prepare an annual Area Delivery Plan which amalgamates Parish and Neighbourhood Plans produced more locally and articulates the local response to the Sustainable Community Strategy and Local Area Agreement.
7.	Prepare and endorse funding applications and allocate community grants in response to locally identified issues and priorities.
8.	Undertake locality based commissioning to ensure the

	delivery of the right services, in the right place and at the right time to meet local needs.
9.	Oversee the implementation and delivery of agreed local actions through an effective performance management system.
10.	Receive local representations, hear representations and act as the first port of call for the Councillors Call for Action.
11.	Influence the development and delivery of public services in the locality, both directly and in conjunction with partner organisations.
12.	Oversee the use of the public estate in the locality.
13.	Influence the development of strategies and plans through local discussion and consultation.
14.	Facilitate a better understanding of local needs, priorities, views and opinions through consultation, the consideration and interpretation of local information, evidence and research and the production of an Area Profile.
15.	Consider how the Council's strategic objectives are being met in local areas and advise the Cabinet and/or Scrutiny Committees on local matters.
16.	Examine local issues referred to the Local Area Partnership by the Council, Cabinet or Scrutiny Committee.
17.	Take decisions within existing policy, strategy and budget on matters delegated by the Council or Cabinet (to be the subject of further work).

9.7 As part of the debate, it will be important to gain an understanding of a number of key issues, such as:

- How will Cheshire East Council inform, consult with and engage communities / Members locally?
- How will Cheshire East Council make decisions locally?
- How will Cheshire East Council deliver services locally?
- How will Cheshire East Council work in partnership locally?
- How will the Cheshire East Council demonstrate responsiveness?
- How will success be measured?

9.8 There will obviously be a great deal of public interest on the boundaries and numbers of these 'areas'. There are essentially three building blocks which could be used to construct a model. They are:

- Ward boundaries
- Parish council boundaries
- Middle layer super output areas

It is suggested that the construction of the areas and the criteria used be discussed with partners in formulating a jointly agreed model.

## 10.0 Options

10.1 Not applicable

**11.0 Reasons for Recommendation**

11.1 The Cheshire East Council needs to put in place arrangements to demonstrate how it will meet the People and Places bid commitments and ensure there are mechanisms in place to enable Cheshire East Council to respond to the needs and priorities expressed by local communities.

***For further information:***

*Portfolio Holder: Councillor David Brown*

*Officer: Alison Armstrong / Zandra Neeld*

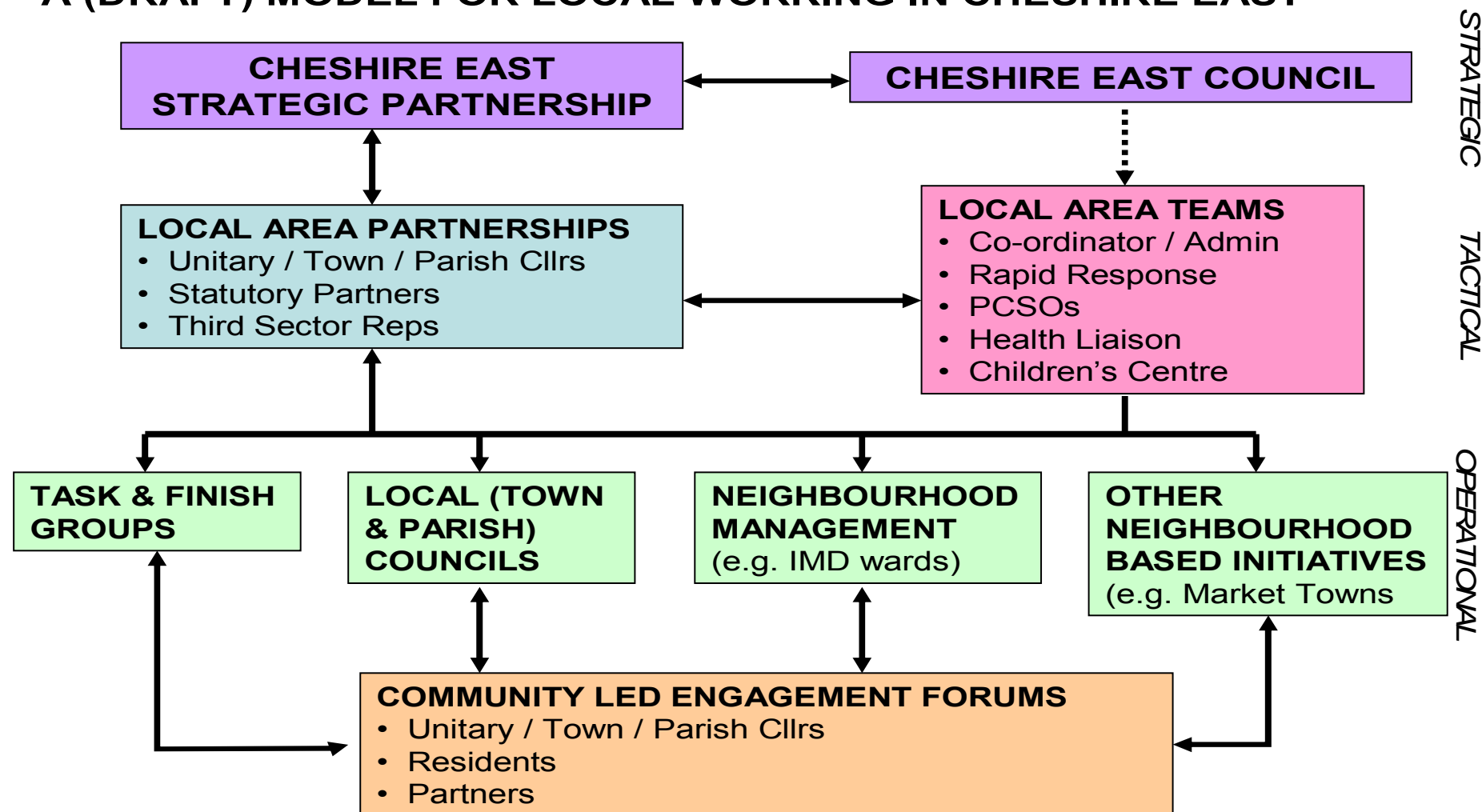
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***Background Documents:***

*Documents are available for inspection at:*

## A (DRAFT) MODEL FOR LOCAL WORKING IN CHESHIRE EAST



## KEY STAKEHOLDERS IN CHESHIRE EAST

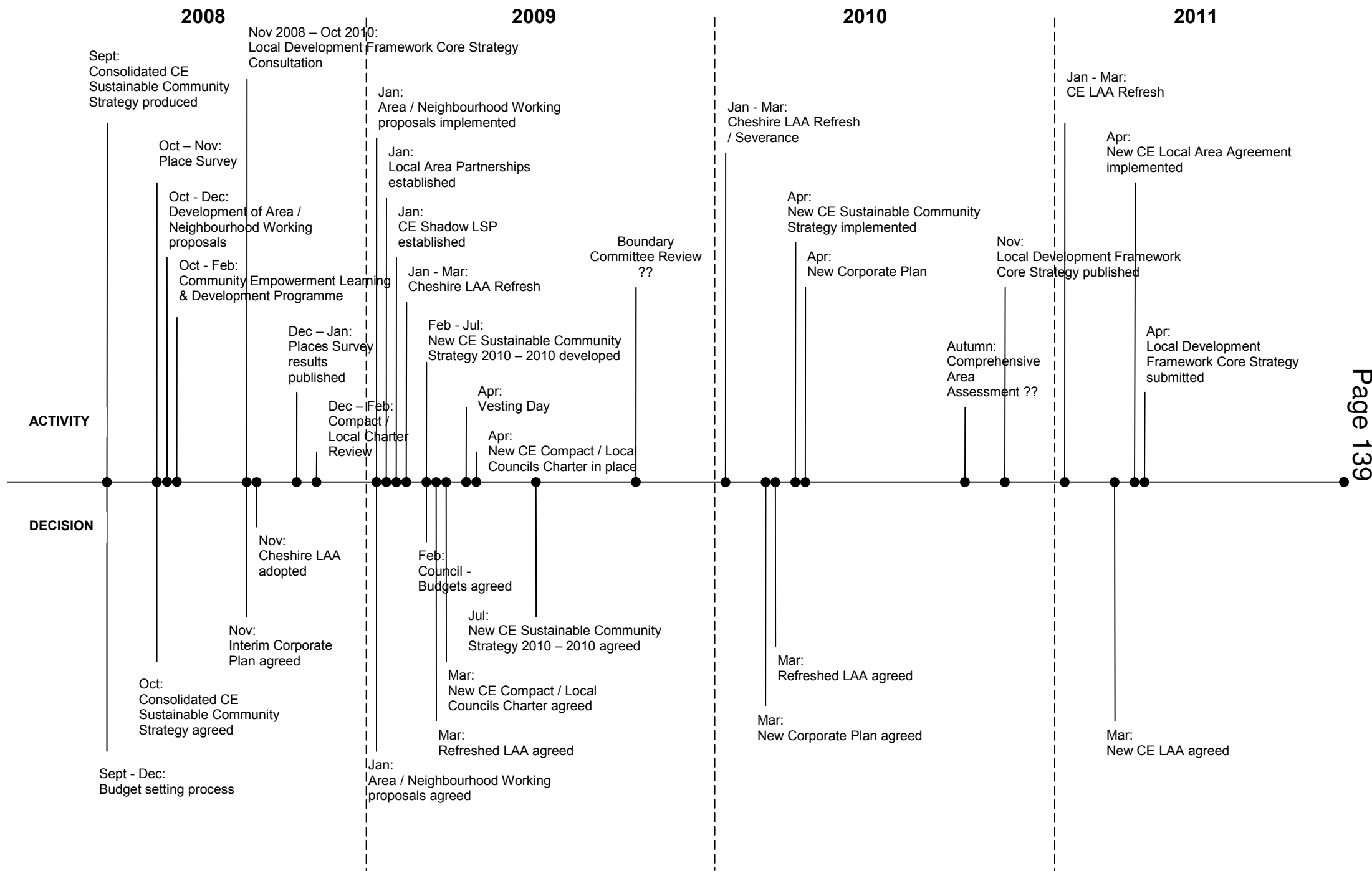
- **Named Partners** – i.e. those referred to under Part 5, Chapter 1 of the Local Government & Public Involvement in Health Act as a partner authority to which certain statutory duties apply:
  - Arts Council of England
  - Chief Constable
  - English Heritage
  - Environment Agency
  - Cheshire Fire & Rescue Authority
  - Health and Safety Executive
  - The Highways Agency
  - Job Centre Plus
  - Cheshire & Warrington Learning and Skills Council
  - Museums, Libraries and Archives Council
  - Peak District National Park Authority
  - Natural England
  - Mid Cheshire Hospitals NHS Foundation Trust
  - East Cheshire NHS Trust
  - Cheshire & Wirral Partnership NHS Trust
  - NW Ambulance Service NHS Trust
  - Cheshire Police Authority
  - Central & Eastern Cheshire Primary Care Trust
  - Cheshire Probation Board / Trust / Service
  - North West Development Agency
  - Sport England
  - Youth Offending Team
  
- **Other Partners** – from across the public, private, community, voluntary and faith sectors including:
  - Cheshire Fire & Rescue Service
  - Macclesfield College
  - South Cheshire College
  - Reaseheath College
  - Manchester Metropolitan University (MMU)
  - Connexions
  - Macclesfield Chamber of Commerce & Enterprise
  - South Cheshire Chamber
  - Cheshire, Halton & Warrington Racial Equality Council (CHAWREC)
  - Network Rail
  - Arriva
  - PLUS Dane Housing Group
  - Cheshire Peaks and Plains Housing Trust Limited
  - Wulvern Housing Limited
  - Advantage
  - 108 Local (Town & Parish) Councils
  - Cheshire Association of Local Councils
  - Cheshire Community Action

- Congleton Voluntary Action
- Crewe & Nantwich Voluntary Action
- Macclesfield & District Council for Voluntary Service
- Congleton Voluntary & Community Sector Network
- Crewe & Nantwich Voluntary & Community Forum
- Macclesfield Voluntary Sector Alliance
- Middlewich Vision
- Alsager Market Town Initiative
- Congleton Market Town Initiative
- Sandbach Market Town Initiative
- Cheshire Older People's Network
- Groundwork
- Cheshire Association of Secondary Headteachers
- Cheshire Association of Primary Headteachers
- Cheshire Association of Special School Headteachers
- Cheshire Association of Governing Bodies
- Manchester Airport Group
- ***Current Cheshire Partnerships Framework*** – constituent thematic and/or geographic partnerships and groups including:
  - Communities of Cheshire Partnership
  - Governance Board
  - District LSPs (x 3)
  - Safer Stronger Cheshire Group
  - Children's Trust
  - Healthier Communities & Older People's Partnership (and respective commissioning groups)
  - Economic Development & Enterprise Group
  - Sustainable Cheshire Forum
  - District based Thematic Partnerships (x3) – including CDRPs
- ***Sub Regional Bodies / Partnerships***, including:
  - Cheshire Local Government Association
  - Cheshire Sub Regional Leaders
  - Cheshire & Warrington Economic Alliance
  - Cheshire & Warrington Improvement & Efficiency Partnership
  - Cheshire & Warrington Rural Partnership
  - Cheshire & Warrington Cultural Consortium
  - Visit Cheshire and Chester
  - Cheshire Drug & Alcohol Action Team (DAAT)
  - Cheshire Domestic Abuse Partnership
  - 4NW
  - Cheshire Safer Roads Partnership
  - Cheshire Learning Resource Network
- ***Elected Members***
- ***Cheshire East Management Team***
- ***People Programme Board***

- ***Places Programme Board***
- ***Wider Community / General Public***

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Partnerships Workstream – Timetable & Milestones



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## Partnerships Workstream – Timetable & Milestones

 Key Milestone / Decision  
 Key Activity

	2008				2009												2010												2011														
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
Consolidated CE Sustainable Community Strategy produced	■																																										
Budget setting process	■			■																																							
Consolidated CE Sustainable Community Strategy agreed		■																																									
Place Survey		■	■																																								
Development of Area / Neighbourhood Working proposals		■	■	■																																							
Community Empowerment Learning & Development Programme		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Local Development Framework Core Strategy consultation			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Cheshire LAA adopted			■																																								
Interim Corporate Plan agreed			■																																								
Places Survey results published				■	■																																						
Compact Review				■	■	■																																					
Local Councils Charter Review				■	■	■																																					
Area / Neighbourhood Working proposals agreed				■																																							
Area / Neighbourhood Working proposals implemented				■	■	■	■																																				
Local Area Partnerships established				■																																							
CE Shadow LSP established				■																																							
Cheshire LAA Refresh				■	■	■	■																																				
New CE Sustainable Community Strategy 2010 – 2010 developed				■	■	■	■	■	■	■	■																																
Council - Budgets agreed					■																																						
Refreshed LAA agreed						■																																					
New CE Compact agreed						■																																					
New Local Counvils Charter agreed						■																																					
Vesting Day							■																																				
New CE Compact in place							■																																				
New Local Councils Charter in place							■																																				
New CE Sustainable Community Strategy 2010 – 2010 agreed												■																															
Boundary Committee Review													■	■	■	■	■	■	■																								
Cheshire LAA Refresh / Severance														■	■	■																											
Refreshed LAA agreed																		■																									
New Corporate Plan agreed																			■																								
New CE Sustainable Community Strategy implemented																				■																							
New Corporate Plan impemented																				■																							
Comprehensive Area Assessment																									■	■	■	■	■														
Local Development Framework Core Strategy published																										■																	
CE LAA Refresh																											■	■	■	■													
New CE LAA agreed																													■														
New CE Local Area Agreement implemented																															■												
Local Development Framework Core Strategy submitted																																■											

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## CHESHIRE EAST COUNCIL

**CABINET**

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**Date of meeting:** 7 October  
**Report of:** Places Workstream  
**Portfolio Holder:** Cllr Brian Silvester  
**Title:** Cheshire East Crime and Disorder Reduction Partnership

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**1.0 Purpose of Report**

- 1.1 To support the establishment of a shadow Crime and Disorder Reduction Partnership (CDRP) for Cheshire East from October 2008, involving the other Responsible Authorities (Police, Police Authority, Fire Authority, Primary Care Trust, Probation Service) named in the relevant legislation. This will ensure that Cheshire East will be compliant with the 1998 Crime and Disorder Act and the 2006 Police and Justice Act, and that the transition to the new authority does not compromise current effective partnership work on reducing crime and disorder.

**2.0 Decision Required**

- 2.1 To direct officers to establish a shadow CDRP for the new authority in advance of the 1 April deadline. This will ensure continuity of service, effective use of resources and the confidence of partner agencies named above, as well as other co-operating bodies such as the Youth Offending Team, Drug Action Team the Community and Voluntary sector, housing commissioners and providers and others.

**3.0 Financial Implications for Transition Costs**

- 3.1 The establishment of the shadow CDRP will be supported by re-prioritising existing officer time and no specific transitional costs are anticipated.

**4.0 Financial Implications for 2009/10 and beyond**

- 4.1 Work to establish the current local authority costs of delivering community safety services is under way. This will include the community safety elements of the Government's Area Based Grant to Cheshire East for 09-11 and will inform a budget setting exercise for the partnership in early 2009.

**5.0 Legal Implications**

- 5.1 Establishing a CDRP for Cheshire East is a statutory obligation for the named Responsible Authorities, which includes the new Cheshire East Authority. This will require a Constitution and Terms of Reference to be developed and compliance with new legislation in regard to Community Call to Action and other statutory duties in the 2006 Police and Justice Act.

## 6.0 Risk Assessment

- 6.1 Work to date has identified the following risks to Cheshire East from 1 April 2009
  - Failure to establish key problem solving and case management functions in relation to Anti-Social Behaviour; Prolific and Priority Offenders; addressing hotspots for crime and disorder; identifying emerging community safety problems.
  - Failure to comply with the 1998 and 2006 Acts
  - Loss of confidence and engagement with key health and criminal justice partners
  - Inability to respond to Comprehensive Area Assessment and related inspection regimes
  - Inability to respond to the concerns of residents, elected members and community groups about crime and disorder in Cheshire East
- 6.2 Establishing a shadow CDRP from October 2008 will signal leadership and provide robust partnership working arrangements to address the risks set out above

## 7.0 Background and Options

- 7.1 Legislation and relevant inspection regimes clearly expect leadership and partnership working on crime and disorder to be established at the Cheshire East level and therefore there will be one CDRP for Cheshire East. Early consideration will have to be given as to how Cheshire East's community safety and area/neighbourhood working arrangements can be brought together to ensure elected member and resident involvement in raising issues and solving problems.
- 7.2 There is some scope for continuing joint working with local authorities in Cheshire West and Chester, Halton and Warrington on specific issues where there are economies of scale, for example crime mapping.
- 7.3 A Shadow CDRP for Cheshire East will continue to consult and engage with the existing CDRPs in Macclesfield, Congleton and Crewe and Nantwich for the remainder of 2008-09.

## Overview of Day One, Year One and Term One Issues

- 8.1 **Day One:** Cheshire East will require a Crime and Disorder Reduction Strategy based on Strategic Assessment of crime and disorder in Cheshire East. This will need to address as a minimum: alcohol harm reduction; domestic abuse; prolific offending; anti-social behaviour; community concerns and information sharing.
- 8.2 The authority will also need to ensure that that current problem solving and case management arrangements with police and key partners are not affected by the transition. Cheshire East will be the accountable body for the 'safer, stronger' elements of the Area Based Grant from Central Government, which would be in the region of £447,000 in 09-10, and will therefore need to agree a budget and spending plan with partners.
- 8.3 Ensure that partnership work supports the effective transition of operational community safety services including CCTV, Anti-Social Behaviour and Domestic Abuse
- 8.4 **Year One/Term One:** Maintain current effective practice while developing new area/neighbourhood working arrangements and establishing effective working arrangements with Police, Probation, Fire and Rescue Service, Primary Care Trusts and other key partners. Successfully engage and inform the Comprehensive Area Assessments and any other inspection regimes, thus contributing positively to the assessment and reputation of the new authority in developing safer communities.

## **9.0 Reasons for Recommendation**

- 9.1 This recommendation will establish a new Crime and Disorder Reduction Partnership that retains the most effective strategic and operational arrangements from the three existing CDRPs. This will allow Cheshire East to be compliant with legislation and inspection regimes in 2009-11. It will also demonstrate leadership from the new authority in this key policy area, will develop high quality relationships with key partners and facilitate new ways of problem solving with communities.
- 9.2 This recommendation is supported by the CDRP Task Group and the Places Advisory Group.

### ***For further information:-***

Officer: Gavin Butler  
Tel No: 01244 976774  
Email: [gavin.butler@cheshire.gov.uk](mailto:gavin.butler@cheshire.gov.uk)

### ***Background Documents:-***

N/A

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## CHESHIRE EAST

### CABINET

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**Date of meeting:** 7 October 2008  
**Report of:** Portfolio Holder (Performance and Capacity)  
**Title:** Stakeholder Communications Strategy

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#### **1.0 Purpose of Report**

- 1.1 The Cheshire East (CE) Local Government Reorganisation (LGR) has, because of its position in the public arena, a large and diverse body of stakeholders who need to be considered.

The purpose of this strategy is to state how the programme will effectively engage with key external stakeholders to ensure that they have a clear understanding of the vision of the new Council and how to contact and engage with it

#### **2.0 Decision Required**

- 2.1 To approve the strategy and proposed communications activity.

#### **3.0 Financial Implications for Transition Costs**

- 3.1 Some of the activities outlined in the Communications Strategy will require funding via transitional budgets.

#### **4.0 Financial Implications 2009/10 and beyond**

- 4.1 Ongoing costs of stakeholder engagement such as a regular publication or events will be required.

#### **5.0 Legal Implications**

- 5.1 None identified.

#### **6.0 Risk Assessment**

- 6.1 Support and engagement from stakeholders will be a critical success factor for Cheshire East Council (CEC) to establish effective service deliver and partnership working from 1 April 2009.

#### **7.0 Background and Options**

- 7.1 The People and Places programme is explicit in its commitment to delivering strong and effective partnerships to develop a public service to benefit residents and those who work to provide services in Cheshire.

A Statement of Community Involvement (SoCI) for CE is being produced and the programme Stakeholder Strategy is designed to align with this. SoCI aims are to ensure that all sections of the community, from individual members of the public through to representative organisations, have the opportunity to participate in the preparation, alteration and continuing review of all Local Development Documents; and to make representations on planning applications to be taken into account in the new Council's decisions on them.

A robust stakeholder engagement strategy is fundamental to the fulfilment of other key objectives including:

- The Council's ability to provide strong, effective and accountable strategic leadership, which will serve its communities better.
- Exerting a powerful influence in the region and working with the city regions both in shaping long term planning and securing benefits for our communities.
- Establishing viable and effective area/neighbourhood working arrangements that deliver services in the way communities want and which respond to local needs and aspirations.

Getting the approach to Stakeholder Engagement right will enable the innovative concept of the virtual public service visioned for CE to become a reality.

- 7.2 Cabinet has recognised that the Council needs to be explicit in setting clear communication objectives. These break down into two sets of objectives:
- Developing an effective media relations strategy – under development
  - Developing an effective customer contact strategy – currently awaiting outcome of the customer contact workstream

7.3 **Guiding Principles**

Recommended corporate principles to underpin the strategy:

- Openness and transparency in conducting Council business
- A willingness to listen to customers
- Consistency and fairness
- Upholding the reputation of the new council
- CEC will aspire to be a flagship authority seeking out and pioneering best practice

**Core Values**

As approved by Cheshire East Cabinet:

- **A**ct with integrity and challenge others do to the same
- **S**upport and help colleagues and customers to grow, learn and develop
- **P**ush to deliver our promises and make the right things happen for customers
- **I**nvolve, communicate and engage with others, valuing all contributions
- **R**espond positively to change and find ways to improve the services we deliver
- **E**mpower colleagues, customers and communities to find the right solutions

#### 7.4 **Customer Access**

The Cheshire East LGR Transition Programme contains the Customer Access Project. This project aims to ensure the delivery of equitable, accessible and efficient customer services by CEC collaborating where possible with Cheshire West & Chester Council and other community providers to enhance such delivery. To ensure simplified understanding of how to contact and engage with this new Council and all service providers in an integrated way, this project will deliver the following:

- Ensure the delivery of consistent, accessible and efficient customer services by CEC.
- Establish, by Vesting Day, service standards at least matching those of current providers, with accelerating improvements from that point until mid 2011, to reach the Service Excellence Standard.
- Place the customer at the heart of the Council(s). Focussing on getting it right first time, meeting customer expectations and keeping the customer informed - resulting in a significant reduction in avoidable customer contact (National Performance Indicator NI14). Also embracing “Right Time” and “Right Benefit” National indicators for Housing Benefits.
- Ensure equality in service access.
- Promote, to the customers that are most likely to use them, the customer channels that are the most cost effective for the new Council.

#### 7.5 **Stakeholder Analysis Workshop**

The Cheshire East LGR Transition Programme held their Stakeholder Analysis Workshop 8<sup>th</sup> August 2008. The purpose of the workshop was to identify and then state how the programme will effectively engage with the stakeholders.

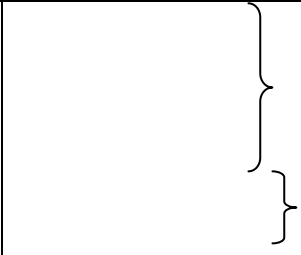

The workshop was facilitated by the Cheshire East LGR Transition Programme Manager and attended by CE Joint Implementation Team (JIT) & their Marketing and Communications Team. Feedback and findings have been used to for this Stakeholder Strategy.

**Stakeholder Strategy Roles & Responsibilities**

<b>Role</b>	<b>Responsibility</b>
Strategy Authors	Andrew Arditti, Lesley Seal, Philippa Desborough
Strategy Authorised by	Cabinet
Stakeholder Strategy	Overall responsibility – Philippa Desborough
Strategy Management	Management & Consultation – Named Relationship Managers
Strategy Communications	Instruction for Access and use issued by Marketing and Communication Team
Stakeholder Management	Named Relationship Managers
Key Stakeholder Events & Publications	Event co-ordination & organisation - named Relationship Managers Recording of details - Marketing and Communication Team

## 7.6 Breakdown of Stakeholder Groups

Stakeholder Group	Stakeholders / Stakeholder Issues	Area / s of interest	Relationship Manager	Key Engagement / Event
Media	Regisster of niche publications Stakeholder publications How to manage the Media	Whole programme (dependant on issue)	Communications Group	Regular briefing events Press Conference
Service Users	Residents Non-residents Council tax payers	Customer Access group	Strategic Directors	Communication via media and directly
Programme sponsors	Elected Members – shadow authority Elected Members - existing authorities Minority Backbenchers & Backbenchers Cabinet	Whole programme (dependant on issue)	SRO	Member's bulletins
Programme board	Existing chief executives	Safeguarding existing LAs' staff	SRO	Plan to control partnerships
Communities	Neighbourhood and community organisations Tenants associations Faith groups Special Needs groups Minority Groups Residents Schools/Governing bodies Local Businesses	Localities / Places Block  "How will this affect me?"	Coun Dave Brown (Partnerships group) & Performance Lead	
Local Democracy	Parish and Town Councils  MPs and MEPs		JIT Officer (2 <sup>nd</sup> tier P & C Officer) Chief Executive	Need clarity & formal strategy Annual T & P Council Conference
Ceremonial Corporate	Twinned authorities (this requires discussion) LGA		P & C Block & CEx	
Local Strategic	Registered Social landlords Health sector		Places	

Stakeholder Group	Stakeholders / Stakeholder Issues	Area / s of interest	Relationship Manager	Key Engagement / Event
Partners	Police Service Fire Service Third Sector (CVS) Business sector (Chamber of Commerce) Adjoining authorities North West authorities Learning Skills Council Peak District national park		Strategic Directors  Places	
Workforce	All staff in the new councils Teachers/ head teachers  Trade unions	"How will this affect me?"  JCPS	Chief Executive Strategic Directors	Teachers meetings  Joining messages up
Contractors and suppliers	Businesses - local Business - national Voluntary Sector Public sector  Independent sector Independent Nursing Homes		Transition & strategic directors / officers  People Directorate	
General	Visitors Tourists Commuters		People Places Directorate	
Government and regulation	Government departments GONW Audit  EU Regional agencies (inspectorates – e.g. OFSTED)		Chief Executive & Strategic Directors  Places	Common Message  Especially CAA

Stakeholder Group	Stakeholders / Stakeholder Issues	Area / s of interest	Relationship Manager	Key Engagement / Event
Funding Bodies	NWRDA & 4NN EU related Government Housing (to be replaced by HACA) Other sources – as & when		Chief Executive  CLG, CEx	
Joined up Stakeholders	Stakeholder groups currently pan-Cheshire e.g. Children's Trust that will be split into CEC/CWAC entities.	Whole programme (dependant on issue)	Joined up approach from East & West	

## 7.7 Key External Stakeholder Communications Activities prior to 1 April 09

Audience	Timing	Communication activity/media & Key Messages	Action	Costs/ resource
Stakeholders/Partners	2 <sup>nd</sup> October 08	<b>LGR Minister's Visit</b> – stakeholder meeting with new CEx and Minister	CEC Corporate & CEC Comms	
Stakeholders/Partners	Autumn 08	<b>Stakeholder workshop</b> – meet CEx and Directors outline stakeholder involvement/engagement/shared objectives and structures. Suggested morning joint session, then afternoon split into 3 sessions (People, Places and P&C) with stakeholders attending most relevant session (although may be some duplicates/cross-over so may require multiple attendees of some Stakeholders)	CEC Comms	Transition budget?
Stakeholders/Partners	Spring 09 onwards	Consider <b>stakeholder publication</b> along lines of 'Cheshire Matters' produced by CCC.	CEC Comms CCC Comms	May be able to use existing CCC Comms budget and resources from Cheshire Matters
Stakeholders/Partners	April 09	Invite stakeholders to <b>launch event</b> at Westfields. Unveil all senior staff and key relationship managers with new structures. Could also <b>launch new stakeholder groups</b> that have been split into East from CCC structures e.g. Cheshire Assoc. of School Governors/Headteachers etc.	CEC Corporate & CEC Comms Relevant Blocks	

## **7.8 Consultations**

A number of consultations are ongoing across Cheshire East such as the Transforming Learning Communities review of schools in Macclesfield, Sandbach, Alsager, Holms Chapel and Congleton. The view of the Shadow Authority will need to be incorporated into such consultations and this view communicated to stakeholders. As the successor authority Cheshire East has a key role in these undertakings.

## **8.0 Reasons for Recommendation**

- 8.1 The new Authority will need to develop effective relationships with key external stakeholders. The stakeholders identified in this report will have high expectations for the new Authority, we must be able to communicate innovative and fresh approaches to partnership and community working.

### ***For further information:***

*Portfolio Holder: Councillor David Brown*

*Officer: Andrew Arditti Workstream Lead Marketing & Communications*

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*Email: [andrew.arditti@cheshire.gov.uk](mailto:andrew.arditti@cheshire.gov.uk)*

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**CHESHIRE EAST****Cabinet**

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**Date of meeting:** 7 October 2008  
**Report of:** Leader  
**Title:** Progress Reporting Paper

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**1.0 Purpose of Report**

- 1.1 The purpose of this paper is to provide Members with an update on the programme; to draw attention to progress made against key milestones and highlight what the next steps will be for the forthcoming months.

**2.0 Decisions Required**

The Cheshire East Cabinet is recommended to:

- 2.1 note progress made during September (appendix 1);
- 2.2 recognise activities to be undertaken throughout October and November (appendix 2)

**3.0 Financial Implications for Transition Costs**

- 3.1 None

**4.0 Financial Implications 2009/10 and beyond**

- 4.1 None

**5.0 Risk Assessment**

- 5.1 All milestones should be considered against the high level Risk Matrix.

**6.0 Background - Appendix 1: Progress during September**

- 6.1 Appendix 1 sets out the key milestones, as taken from the High Level Implementation Plan, which were due for completion in September. The status of each milestone and a brief description of what has been achieved can be found here.

**7.0 Options - Appendix 2: Next Steps**

- 7.1 Appendix 2 highlights the key milestones to be achieved in October and November.

## **8.0 Appendix 3 – Milestone Plan**

- 8.1 Appendix 3 provides a visual representation of progress to date in the form of a Milestone Plan.

## **9.0 Reasons for Recommendations**

- 9.1 Members of the Cabinet are invited to comment on:
- achievements to date; and
  - activities that need to be undertaken throughout October and November.

### ***For further information:-***

*Portfolio Holder:* Councillor Wesley Fitzgerald

*Officer:* Alistair Jeffs

*Tel No:* 01244 9 72228

*Email:* [alistair.jeffs@cheshire.gov.uk](mailto:alistair.jeffs@cheshire.gov.uk)

### ***Background Documents:-***

*Documents are available for inspection at:*

*Member Support Team, Westfields, Middlewich Road, Sandbach, CW11 1HZ*

**APPENDIX 1****PROGRESS DURING SEPTEMBER**

Listed below are a number of key milestones that were due to be completed in September. The status of each milestone and a brief summary of what has been achieved can be found in the paragraphs following the table.

<b>SEPTEMBER</b>	
<b>Overall programme</b>	1.1 Tier 2 Appointments (if internal) 1.2 Commence Recruitment of Section 151 and Monitoring Officers
<b>People</b>	1.3 Agree Approach – Fair Funding Formula for Schools 1.4 Social Care – Frame Proposals for Aggregation/ Disaggregation
<b>Places</b>	1.5 LDF Local Development Scheme and Statement of Community Involvement
<b>Performance &amp; Capacity</b>	1.6 Draft Sustainable Community Strategy
<b>HR</b>	1.7 High Level Organisational Structures Agreed 1.8 Staff Retention Strategy 1.9 Flexible and Mobile Working Employee Principles Agreed 1.10 Detriment Scheme 1.11 Relocation Expenses Scheme
<b>Finance &amp; Asset Management</b>	1.12 Implement Financial Ledger for Modelling

### 1.1 Tier 2 Appointments (if internal) – IN PROGRESS

The formation of the Corporate Management Team has started to take shape with the Chief Executive and Strategic Directors for People and Places being recently appointed. Recruitment is now underway to appoint four more leaders to complete the Corporate Management Structure. Positions currently advertised include:

- Borough Treasurer & Head of Assets
- Head of Human Resources/Organisational Development
- Borough Solicitor & Monitoring Officer
- Head of Policy & Performance

These posts have initially been ringfenced to employees of the existing seven Cheshire Authorities. Closing date for applications is Friday 3 October.

1.2 Commence Recruitment of Section 151 and Monitoring Officers – IN PROGRESS

Both positions have been advertised as part of the Tier 2 recruitment process as mentioned above. The role of Section 151 officer is incorporated into the post of Borough Treasurer & Head of Assets and the role of Monitoring will become the responsibility of the Borough Solicitor & Monitoring Officer.

1.3 Agree Approach – Fair Funding Formula for Schools - COMPLETE

It was agreed at the Cabinet meeting on 8 September that authorisation be given for work to be undertaken on the School Funding Formula for the Authority. The proposed formula needs to be agreed during January 2009 and will be used to issue school budgets in 2009-10.

Members also gave approval for work to commence on the Scheme for Financing Schools that sets financial regulations under which schools spend their budget shares. The scheme needs to be approved by the Schools Forum during early 2009 and should be issued to schools before 1 April 2009.

1.4 Social Care – Frame Proposals for Aggregation / Disaggregation – IN PROGRESS

Work on Social Care service delivery and structure is progressing as part of the People's Block Workstream. Service structures have been reviewed as part of the corporate exercise on disaggregating services or retaining pan-Cheshire services (this is considered in more detail elsewhere on the agenda).

1.5 LDF Local Development Scheme and Statement of Community Involvement – IN PROGRESS

Work has been progressing well on the LDF Local Development Scheme and the Statement of Community Involvement. Both of these issues will be put before Cabinet and Council in October.

1.6 Draft Sustainable Community Strategy – IN PROGRESS

A draft Interim Consolidated Sustainable Community Strategy for Cheshire East has been produced. Members have been involved in the production of the strategy providing an input and suggesting amendments which have been incorporated into the document accordingly.

Stakeholder consultation is under way with a view to Council on 20 October approving the interim document. A new Sustainable Community Strategy for Cheshire East will continue to evolve and be refined over the coming months with it going out for consultation Spring time 2009.

1.7 High Level Organisational Structures Agreed – IN PROGRESS

The High Level Organisational Structure has been completed at Tiers one and two. This in turn, clarifies the allocation of all key service areas across the six

Management Board areas of responsibility. Over the following weeks further work will be undertaken to provide more detailed organisational structures in each of these areas.

1.8 Staff Retention Strategy – IN PROGRESS

A paper has been drafted to be discussed initially with the Joint Chief Executives of the seven existing Authorities on the 14<sup>th</sup> October.

1.9 Flexible and Mobile Working Employee Principles – REPOSITIONED

A paper was shared with the Cheshire East JIT in September which was supported in principle. It was however recognised that Flexible and Mobile Working (F&MW) was a much wider issue than HR and as a result an integrated F&MW project specifically for the East is to be commissioned bringing together HR, ICT and Property to focus on day one priorities and a longer term strategy for the new Authority.

1.10 Detriment Scheme – IN PROGRESS

Detriment was considered at Staffing Committee on 16 September where Trade Unions had the opportunity to respond to proposals. However, there remains a number of areas which are under discussion with the Trade Unions.

1.11 Relocation Expenses Scheme – IN PROGRESS

The issues surrounding relocation support was addressed by the Staffing Committee where representations were made by the Trade Unions. Further consideration is being given to this.

1.12 Implement Financial Ledger for Modelling – IN PROGRESS

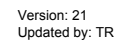
An Oracle Project Team has been established for a number of months and is making good progress with the implementation work for rolling out the Oracle Financial Ledger across the new Authority from April 2009. Some initial work has been undertaken on modelling the Financial Ledger but this work is now dependant on finalising the organisational structure before any more detailed modelling can be undertaken.

**APPENDIX 2****NEXT STEPS**

The following milestones have been grouped under the relevant Block, Joint Transitional Project or Overall Programme and are to take place throughout October and November.

<b>OCTOBER</b>	
<b>Overall Programme</b>	<ul style="list-style-type: none"> <li>▪ Chief Executive in Post</li> <li>▪ 2<sup>nd</sup> Tier officers appointment (fast track)</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>▪ Set up School Forum</li> <li>▪ Set up School Admission Forum</li> <li>▪ School Governors Re-appointing</li> </ul>
<b>HR</b>	
<b>Finance &amp; Asset Management</b>	<ul style="list-style-type: none"> <li>▪ Medium Term Financial Strategy Update</li> </ul>

<b>NOVEMBER</b>	
<b>People</b>	<ul style="list-style-type: none"> <li>▪ Agree Packages/Cost of Support Services for Schools</li> </ul>
<b>Places</b>	<ul style="list-style-type: none"> <li>▪ LDF Core Strategy Consultation</li> <li>▪ Waste Disposal Contract Preferred Bidder</li> </ul>
<b>Performance &amp; Capacity</b>	<ul style="list-style-type: none"> <li>▪ Establish Shadow Local Strategic Partnership</li> <li>▪ Corporate Plan Development</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>▪ liP Arrangements for new Authority</li> <li>▪ Agree Core Values Framework for Cheshire East</li> <li>▪ Employee Code of Conduct</li> </ul>
<b>Finance &amp; Asset Management</b>	<ul style="list-style-type: none"> <li>▪ Finalise 2009/10 tax base</li> <li>▪ Medium Term Financial Strategy</li> </ul>



	07/08 Q4	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Q1	Q2	Q3	Q4
Performance & Capacity			Develop Area & Neigh. Working and Community Empowerment Principles  Draft Protocols Disposals/ Contracts/ Agree-ments  Member training/ develop-ment	Define Area & Neigh. Working and Community Empowerment Principles		Area & Neigh. Working – consultation with community commences	Draft Sustainable Community Strategy (New)		Establish Shadow Local Strategic Partnership  Corporate Plan Development (NEW)					Cheshire's LAA goes live  Interim Sus. Cheshire Comm. Strat goes live  Perf. Man. Framework in place by 01.04.09	New Local Strat. Part. Go live  2010 Comp Area Assessment  Corporate Plan goes live		
HR		Training/ dev. Priorities/ provisions for JTT		Options on office locations, headquarters & F&MW	Cabinet decision on Severance (moved from May -Jul)	Principles for aggr/dia- aggregation of staff	High level organisational structures agreed  Staff retention Strategy (moved from Jul-Sept)  F&MW employee principles agreed (moved from Jul -Sept)  Detriment Scheme (New)  Relocation Expenses Scheme (New)		JIP arrangement s for new Authority (moved from Jul-Nov)  Agree Core Values Framework for Cheshire East (NEW)  Employee Code of Conduct (NEW)	Strat. for pay & policy HR	Transitional structures agreed	Sen. Mans. (tier 3) recruitment		Finalise appointments & manage displaced employees			
Finance & Asset Management		Trans. costs & budget for J.C		Advise on Budget Setting for 2009/10  Initial Financial Cost Envelope 2008/10	Disaggregate County Budget Assets & liabilities & formula grant	Transfer of assets agreement  Medium Term financial Strategy Update	Implement Financial ledger for modelling		Finalise 2009/10 taxbase		Formal budget consult- ation  Planning closure 2008/09 Accounts  Medium Term Financial Strategy Update	Council tax biling system go live  Agree 2009/10 Budget & Council Tax  Corp Plan and Medium Term Performance & Financial Plan agreed by Shadow Council		Procure- ment contracts			
ICT/Knowledge Management			IT support for all Shadow Councilors in place	Shadow Auth. Web- sites operational  Develop a high level ICT protocol													

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