Public Document Pack

Environment and Prosperity Scrutiny Committee

Agenda

Date:	**Tuesday, 8th June, 2010**
Time:	**10.30 am**
Venue:	**Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ**

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/Whipping Declarations**

   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**

   A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit 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

4. **Minutes of Previous Meeting** (Pages 1 - 4)

   To approve the minutes of the meeting held on 17 May 2010 as a correct record

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Katie Smith
Tel: 01270 686465
E-Mail: katie.smith@cheshireeast.gov.uk

5. **Draft Visitor Economy Strategy for Cheshire East** (Pages 5 - 32)

To receive an update on the progress made in developing a Visitor Economy Strategy for Cheshire East

6. **Draft Economic Development Strategy for Cheshire East** (Pages 33 - 58)

To update the Committee on the progress made in developing a Economic Development Strategy for Cheshire East.

7. **Work programme** (Pages 59 - 66)

To give consideration to the Work Programme

8. **Forward Plan** (Pages 67 - 68)

To give consideration to the extracts of the forward plan which fall within the remit of the Committee.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Environment and Prosperity Scrutiny Committee**
held on Monday, 17th May, 2010 at The Silk Room - Town Hall, Macclesfield SK10 1DX

PRESENT

Councillor G M Walton (Chairman)

Councillors G Barton, S Broadhurst, M Hollins, C Thorley, J Weatherill, D Neilson, L Gilbert, T Jackson, J Crockatt, W Livesley, S Davies and M Simon.

Substitutes

Councillors D Neilson, J Crockatt, W Livesley,

In Attendance

Councillors D Brickhill, D Thompson and P Mason

Officers

P Sherratt – Head of Environmental Services
J McGowan – Area Highway Manager
C Shields – Area Highway Manager
J Smallwood – Ernst and Young
H Collin – Waste PFI project Director
J Nicholson – Director, Places

Apologies

Councillors E Gilliland, H Davenport, R Fletcher and M Parsons

1 DECLARATIONS OF INTEREST/WHIPPING DECLARATIONS

None

2 PUBLIC SPEAKING TIME/ OPEN SESSION

None

3 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 24 March 2010 be approved as a correct record and signed by the Chairman.

4 WINTER LEARNING 2009/2010

The Committee gave consideration to a report on ‘winter learning’, which was referred to the Committee by Corporate Management Team. To enable the Committee to make recommendations to Cabinet for improvement, the report brought together and summarised the Council’s learning from events of the longest and deepest winter in thirty years.

The Committee noted that, on 20 April 2010, Cabinet approved a notice of motion regarding the adoption of a Cheshire East Policy, by a review of priorities for future years especially with regard to bus routes and roads within the vicinity of primary schools.

Following detailed consideration of the report, Members made the following observations and recommendations to Cabinet:

- With regard to school closures, it was agreed that the Director for Children and Families should be requested to attend a future meeting of the Committee, to discuss the reasons for the closures and what could be done to ensure that, where possible, schools remain open in the future.
- That the weather update received on a daily basis from the Meteorological Office be circulated to schools to assist them in determining whether or not a school should close.
- A list of farm contractors, who would be willing to assist in clearing the roads be devised.
- With regard to the Waste and Recycling Service, it was agreed that residual should take priority over recycling and garden waste.
- That a six day resilience of salt should be held in stock (6,000 tonnes) and accommodation to house that stock be sought.
- Additional salt boxes should be provided and refilled as and when required.
- That the public be made aware of the legal position with regard to them clearing footpaths and shop fronts.
- That the Central and Eastern Cheshire Primary Care Trust Report on Severe Weather be circulated to the Committee.
- With regard to Adult Services, the Committee supported the Community Assistance Plan, which was currently being developed.
- The Grounds Maintenance and Street Cleaning Services be trained to assist in gritting to further increase the resilience of the winter service.
- Formal arrangements for the clearing of certain key footpaths be included in the policy.

RESOLVED

1. That the Director for Children and Families be requested to attend a future meeting of the Committee to discuss the reasons for the school closures and what can be done to ensure that, where possible, schools remain open in the future.
2. That the recommendations and observations outlined above be taken into consideration by Cabinet when developing a policy for Cheshire East.

5 **EXCLUSION OF THE PRESS AND PUBLIC**

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 Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

6 **WASTE TREATMENT PFI CONTRACT: AFFORDABILITY CEILING**

Consideration was given to the report of the Waste PFI Project Director. The Committee approved the recommendations and added a further recommendation relating to WREN funding.

RESOLVED

For the reasons set out in the report: -

Cabinet be recommended to endorse and submit to Council the recommendations contained in the report, with an additional recommendation to investigate the amount of WREN funding that would be lost if landfill sites were to close.

The meeting commenced at 2.00 pm and concluded at 5.00 pm

Councillor G M Walton (Chairman)

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: ENVIRONMENT AND PROSPERITY SCRUTINY COMMITTEE

Date of Meeting:	8th June 2010
Report of:	Strategic Director - Places
Subject/Title:	Draft Visitor Economy Strategy for Cheshire East
Portfolio Holder:	Councillor Jamie Macrae

1.0 Report Summary

1.1 Following a report to Environment and Prosperity Scrutiny Committee on 25 November 2009, work has progressed to prepare a visitor economy strategy for Cheshire East and to inform the emerging sub-regional strategy. The draft Visitor Economy Strategy and framework sets the context within which the Council will deliver services and work with partners to maximise the benefits of the area's visitor economy. The visitor economy is an important economic sector and the strategy sits alongside the draft Economic Development Strategy. This report updates on progress with a view to taking the attached draft strategy to subsequent consultation with internal and external stakeholders.

2.0 Decision Requested

2.1 Members are asked to comment on the Visitor Economy Strategic Framework for Cheshire East prior to consultation with internal and external stakeholders.

3.0 Reasons for Recommendations

3.1 Following initial stakeholder consultation and consideration by the Visitor Economy forum, A draft strategy has been developed that will now be consulted on more widely. In order to develop the visitor economy strategy the broad milestones are:

June 2010	Draft Strategy to Environment & Prosperity Scrutiny Committee.
June –Sept	Consultation and alignment with both the sub-regional visitor economy strategic framework and Cheshire East interim economic development strategy
September 2010	Adoption of the Strategy

3.2 This timescale enables it to run in parallel with the consultation process for the Cheshire East Economic Development Strategy, though with an earlier completion date, as it relates to only one sector. It will also be able to inform and respond to the sub-regional framework that is currently targeted for publication later in June 2010.

4.0 Wards Affected

4.1 All.

5.0 Local Ward Members

5.1 All.

6.0 Policy Implications including

6.1 The visitor economy strategy may inform the development of several other strategies including those for Climate Change and Health. A healthy, competitive and high performing economy will contribute to the health and well being of the population of Cheshire East. This can help shape the scale and location of employment opportunities and encourage accessibility. The nature of the economy in future will determine the extent to which Cheshire East as a whole is able to reduce its carbon emissions particularly in relation to more sustainable travel patterns.

7.0 Financial Implications for Transition Costs

7.1 None.

8.0 Financial Implications 2009/10 and beyond

8.1 All costs associated with the development of the visitor economy strategy will be constrained within existing budgets.

9.0 Legal Implications

9.1 The development of a visitor economy strategy is not a statutory function. However, the strategy relates to one economic sector that will be informed by a Local Economic Assessment (LEA). The Council is under a statutory duty to carry out an LEA.

10.0 Risk Management

10.1 The risk of not developing a visitor economy strategy is that other related strategies are prepared in a policy vacuum without the relevant economic objectives, priorities and direction and that the Council does not have a framework to realise the opportunity to influence the economic benefits of the visitor economy through its actions.

11.0 Background and Options

11.1 The draft visitor economy strategy is intended to support an overall vision to maximise its contribution to the economy, employment and quality of life of Cheshire East. In summary the strategic framework will focus on the following objectives:

- Improving the quality of products and services, helping to deliver increased productivity and better performance for businesses;
- Identifying and celebrating the distinctive offers of Cheshire East;
- Improving workforce skills and the attractiveness of our sector as an employer;
- Enhancing the experience for visitors through improving our public realm, while protecting and enhancing the built and natural environment;
- Supporting and encouraging key projects;
- Supporting and encouraging a programme of sustainable events and festivals;
- Making it easier for visitors to plan and book their trip, and to find the information they need to make the most of their stay;
- Considering visitor needs in decision making;
- Improving customer service and the visitor experience.

11.2 Work has been ongoing on a Sub-Regional Strategy for Cheshire & Warrington and the draft strategy takes this work into account. The draft strategy recognises that partnership working is at the core of delivery, a partnering agreement with Visit Chester and Cheshire, close working with business clusters, attention to cross-boundary opportunities and cooperation and the establishment of a Visitor Economy Forum as a sub-group of the LSP Learning & Skills and Economic Development Thematic group.

11.3 The strategy identifies priorities for Cheshire East Council and its partners in seeking to maximise the contribution of the visitor economy. This includes building on geographic and thematic brands, supporting key projects to enhance the tourism product, promoting events, improving visitor information services and ensuring that Visitor Economy needs and opportunities are taken into account as part of regeneration projects and decisions relating to planning, transport, public realm, events, culture and countryside/greenspace.

11.4 The strategy document sets out a cross-cutting framework within which the Council intends to operate, whether in its own activity, in partnership or in the context of regional/sub-regional priorities. The framework is prepared within a wider context, taking into account existing regional and sub-regional visitor economy strategies. Delivery in the context of this framework will also be in partnership with business clusters, related organisations and Visit Chester and Cheshire, the sub-regional tourism board. The draft strategy is attached as Appendix 1.

12.0 Overview of Year One and Term One Issues

12.1 N/A

13.0 *Access to Information*

The background papers relating to this report can be inspected by contacting the report writer:

Name: *Brendan Flanagan*
Designation: *Tatton Park and Visitor Economy Manager*
Cheshire East Council
Tel: *07802583903 or 01625 374415*
Email: *brendan.flanagan@cheshireeast.gov.uk*

Cheshire East Draft Visitor Economy Strategic Framework

April 2010

Cheshire East Council

Draft Visitor Economy Strategic Framework

Executive Summary

The visitor economy is an important contributor to businesses and communities in Cheshire East, generating over £600m per annum to the local economy.

To build on this success and generate further wealth, Cheshire East Council will:

- Help to increase visitor numbers and improve the overall customer experience.
- Build on our historic linkages and location, historic towns and Cheshire's Peak District to develop the distinctive 'brands' and offers across Cheshire East and the wider sub-region, through coordinated marketing activity.
- Support the development of key projects to enhance the tourism product.
- Promote and develop events throughout the year which celebrate the distinctive strengths and character of Cheshire East, contributing to its economy.
- Make it easier for visitors to plan and book their trip, and to find the information they need to make the most of their stay, developing new approaches to visitor information provision.
- Support the development of tourism infrastructure, an improved environment and a focus on customer service to ensure a quality visitor experience
- Work with partners to encourage and facilitate business sector development in areas such as food, equestrian, accommodation, attractions development, skills training and visitor welcome.
- Ensure that Visitor Economy needs and opportunities are taken into account as part of regeneration projects and decisions relating to planning, transport, public realm, events, culture and countryside/greenspace.

The outcome targets we seek to achieve are:

Develop a visitor economy with a value of £680m by 2012

Increase jobs directly related to the visitor economy by around 200 over the same period

Increase visitor numbers to Tatton to 1m by 2012

Increase the number of businesses achieving quality accreditation.

Introduction

The visitor economy relates to the activity of all visitors within a destination, whether tourists or not. It embraces all the elements that make for a successful and sustainable destination, including the things that attract people to the place, such as the natural environment, our heritage and culture, leisure facilities, food, gardens, events and scenery. It relates to the infrastructure that helps to reinforce and shape the distinctiveness of the area and make it an easy place to visit; the quality of design, transport, parking, interpretation, public spaces and amenities. It is also served by the hotels and pubs, restaurants and galleries, and the day-to-day services that make a place welcoming and safe.

The visitor economy generates economic and social activity for visitors and residents alike. It not only supports jobs and economic well being, but it helps to support facilities and amenities for local communities, encourages residents to stay and spend leisure time in the local area and helps to build distinctive communities, thus increasing local pride and self-confidence. It also enhances the image of an area, turning a location into a commodity, thereby attracting commercial investment from outside the tourism industry by demonstrating to potential investors that the area is good to locate in. It provides a source of income for the natural and built heritage, providing an economic driver for regeneration and new uses for buildings or land.

Purpose

The purpose of this strategic document is to set the context within which Cheshire East Council will support the visitor economy to 2012 and beyond. This document sets out the strategic framework within which the Council intends to operate, whether in its own activity, in partnership or in the context of regional/sub-regional priorities. The framework is prepared within a wider context, taking into account the existing regional and sub-regional visitor economy strategies.

The Council intends to work closely with its partners through a visitor economy forum, which is part of the borough wide Local Strategic Partnership (LSP). Delivery in the context of this framework will also be in partnership with business clusters, related organisations and Visit Chester and Cheshire, the sub-regional tourism board. The framework will also help inform and be informed by the wider Visitor Economy strategic framework for the sub-region.

Vision for the Cheshire East Visitor Economy

The overall vision for our visitor economy is to maximise its contribution to the economy, employment and quality of life of Cheshire East.

The strategy must be flexible enough to respond to changes in the market, including recessionary impacts. In summary the strategic framework will focus on the following objectives:

- Improving the quality of products and services, helping to deliver increased productivity and better performance for businesses;
- Identifying and celebrating the distinctive offers of Cheshire East
- Improving the skills of the workforce and the attractiveness of our sector as an employer;
- Enhancing the experience for visitors through improving our public realm, while protecting and enhancing the built and natural environment;
- Supporting and encouraging key projects
- Supporting and encouraging a programme of sustainable events & festivals
- Making it easier for visitors to plan and book their trip, and to find the information they need to make the most of their stay.
- Considering visitor needs in decision making
- Improving customer service and the visitor experience.

Facts and Figures

Cheshire East's visitor economy is worth £653 million to the local economy, with almost 17 million visits to the area during 2008 accounting for around 40% of the sub-region's visitors. Tatton Park is the most visited attraction, delivering an annual net output to the local economy of at least £8.8m. The area's visitor economy employs over 10,000 people, with accommodation, food & drink and shopping employing the highest numbers. Day visitors account for 84% of tourism visits, serviced accommodation 7%, while staying visitors visiting friends and relatives accounts for almost 8%. Staying visits generate an average of £36 per head, while day visits account for £23 per head.

The Context

Cheshire East's visitor economy

Cheshire's visitor economy is worth £1,779m (STEAM, 2008), with Cheshire East contributing £653m (37%) of this. The area of Cheshire East has a number of landmark visitor attractions, including Tatton Park, which is the largest 'paid for' heritage attraction in the North West, and Jodrell Bank, which is highlighted as a sub-regional signature project. Apart from the Local authorities, a number of organisations are either involved in the strategic delivery of the visitor economy function or are significant stakeholders. These include Visit Chester and Cheshire (VCC), the sub-regional tourism board, tourism business clusters such as Cheshire Peaks and Plains Tourism Association (CPP) and the South Cheshire Tourism Network (SCTN) and stakeholders such as the National Trust, Historic Houses Association, Peak District National Park and British Waterways to name a few. There is also a number of key thematic partnerships represented in Cheshire East including Cheshire's Gardens of Distinction and Industrial Powerhouse.

Apart from destinations and attractions, visitors expect an attractive environment, and facilities like public toilets, cafés, shops, clear signs, maps and other information, good public transport, safe roads and easy parking. The importance of good design, whether of individual buildings, of master plans, or of public spaces should not be underestimated; Nor should the quality of natural and historic landscapes, a sense of 'wilderness', arts provision and heritage. Along with parks, countryside, rural rights of way and many other less tangible qualities of 'experience', these all contribute to the areas distinctiveness for both resident and visitor. They all make a key contribution by Cheshire East in supporting the visitor economy. It is therefore important in developing a new Council that the needs of the 'visitor economy' are embedded in the plans and delivery of all relevant services as well as having a strategic capacity for development, promotion, business support and partnership working.

Strategic context

There are existing tourism strategies in place for the North West and for Cheshire and Warrington and a developing strategy for England will focus on how Visit England will market its countryside and rural escapes, its culture and heritage, its contemporary cities and its events and festivals. In 2004 Cheshire & Warrington unveiled its ambitious vision for the visitor economy in 2015: a revised framework document was published in 2008 that reviewed progress, revised targets and outlined the themes and approaches that can help deliver the aspirations. This framework is currently being reviewed and updated to cover the period to 2020. Other partner strategies that are being updated at present include the peak District National park Sustainable Tourism Strategy. It will be important to take the opportunity in 2010 to align some of this strategic thinking.

During the period 2003 to 2006, the value of the visitor economy grew by 4% in real terms. However, even if this rate of growth was maintained it was acknowledged that Cheshire and Warrington would fail to reach the economic goal of £2 billion. This situation has further been complicated by the economic recession. The revised 2008 Cheshire and Warrington strategy was built around seven underpinning principles: improving and reflecting market intelligence in decision-making, exceeding visitor expectations on quality, improving sustainability, working in partnership, building

capacity, exploiting new technology to deliver business and customer solutions, making better transport connections and investing in skills.

At a North West level the emerging Economic Strategy (RS2010) will have a significant bearing on the context for visitor economy strategies. The current Northwest Tourism Strategy focuses its strategic objectives on attracting visitors and enhancing their experience through:

- Improving the quality of products and services, helping to deliver increased productivity and better performance for businesses;
- Improving the skills of the workforce and the attractiveness of our sector as an employer;
- Improving our public realm, and the built and natural environment;
- Supporting and encouraging projects that will transform the region's appeal to visitors;
- Supporting and encouraging a programme of sustainable events of national and international significance;
- Making it easier for visitors to get to, and travel around, the region;
- Using a market led approach to the promotion of the region's destinations by focusing on attack brands and winning themes;
- Making it easier for visitors to plan and book their trip, and to find the information they need to make the most of their stay.

In addition, there are new duties on Local authorities in relation to the prosperity and economy of their area and its relationship to Regional Economic Strategy (RS2010). The Local Economic Assessment will provide Cheshire East Council and stakeholders with an understanding of how economic conditions and forces shape places at a range of spatial levels. Assembling an evidence base will help develop priority areas for action.

Cheshire East's current Community Strategy has an emphasis on working with partners to deliver excellent services, shaping and maintaining strong and prosperous neighbourhood where businesses want to invest and where people want to visit by supporting the local economy to increase prosperity and reduce the impact of recession. The role of Local Area Partnerships in influencing local priorities and the involvement of business clusters, associations and Chambers are all of importance in this context. The sustainable Community Strategy objectives of improving business and enterprise also provide linkage to Local Strategic Partnerships. Other policies and strategies of Cheshire East Council have a significant bearing on the success of the Visitor Economy, including the Economic Development Strategy, Local Transport Plan, Local Development Framework, Climate Change Policies and the Rights of Way Improvement Plan. Clearly this is a two way process and Visitor Economy requirements or opportunities also need to influence such strategic thinking and inform their emerging priorities. Finally, Cheshire East Council has a significant role in service delivery, including culture/heritage and visitor information as well as running Tatton Park, one of the region's major strategic visitor attractions.

Partnership and organisation

We need to align visitor activity with economic regeneration and the quality of life of our residents in order to deliver the quality destination that is vital. It therefore requires a corporate commitment to the quality of its visitor economy offer from Cheshire East Council and working through a partnership approach that involves both public and private sector, in order to succeed.

Apart from the Local Authority, the main agency involved in visitor economy development is Visit Chester and Cheshire (VCC), the sub-regional tourism board. VCC is a key strategic and delivery partner for Cheshire East. As well as receiving membership funding and Local authority funding, the tourism boards are core funded by NWDA to help drive the regional strategy, while reflecting local opportunities and priorities. Support of over £4m has been agreed for the visitor economy of Cheshire and Warrington through VCC, in addition to support for signature projects, visitor information, projects such as Cheshire's Year of Gardens or support to the RHS Show. The visitor economy is recognised within the

Regional Economic Strategy as an important economic driver as well as contributing to image, profile and regeneration.

The development of both the Culture Tourism and Sport Commission and Enterprise Commission at a sub-regional level will provide a further opportunity to promote the assets of Cheshire East and ensure strategic links across both the sub-region and the rest of the region. Associate membership of AGMA and cross-boundary working with the Peak District National Park Authorities provide further opportunities for strategic partnerships.

At a more local level, business clusters operate effectively to represent the interests of specific geographical or thematic groupings. For example, Cheshire Peaks and Plains Tourism Association is well-established having been in existence for about 25 years and currently having just over 100 members, including attractions, hotels, B&Bs, restaurants, pubs and shops and is broadly aligned with the brand area of Cheshire's Peak District. Another tourism cluster exists in South Cheshire, while others are related to thematic groupings such as Gardens or provide a promotional focus for particular market towns.

Within Cheshire East, the Visitor Economy Forum will be the main opportunity for partnership working with key stakeholders, in addition to the ongoing relationships, which will be essential to delivering all aspects of the strategy. The forum currently includes Cheshire East Council, VCC, Peak District National Park, National Trust, South Cheshire Tourism Network and Cheshire Peaks & Plains Tourism Association. The importance of the Peak District to the North Eastern part of the Borough emphasises the value of partnership working with the National Park Authority and the equivalent destination management organisation. The National Trust on the other hand is not only a strategic partner, but has significant land, buildings and properties across the Borough.

Internally within Cheshire East Council, the linkages with Economic Development, Planning, Health and Well-Being and the Partnerships Team will continue to develop. The prime delivery mechanism is through a partnership approach to bringing together staff currently with CEC and VCC. This will include combining the resources of CEC staff, the jointly funded staff employed by VCC (currently co-funded by VCC and CEC) and complementary VCC services related to relevant business areas (e.g. Gardens programme, Equine, Food or Business Tourism). This combined team will be based at 'hub' offices at Tatton Park and Reaseheath to help deliver the priorities outlined in the strategic framework

Markets, assets and brands

Cheshire East is well endowed with gardens, events and other attractions. Some of these, for example, formed the central platform for the Cheshire Year of Gardens (CYOG) campaign. Of the 'Gardens of Distinction' a significant number are within the area and so the Gardens of Distinction brand and associated markets are of particular interest to

Cheshire East. The area will also benefit from the development of Jodrell Bank, a signature project that could eventually see a major development of the science centre and visitor attraction with strategic support from VCC and funding from NWDA. A number of projects were short-listed in 2009 for investment under a regional Visitor Attraction Fund. Tatton Park is already one of the largest visitor attractions in Cheshire and further opportunities for realising this asset are being developed. In addition the area is well served by transport connections with the National Motorway network, mainline rail links and Manchester International airport 'on the doorstep'.

Cheshire East is also well positioned to access markets close to hand, particularly from other parts of Cheshire, Manchester or the Potteries, and with excellent road or rail links from other parts of the Country. The highest proportion of visitors to Cheshire & Warrington are on a day trip, particularly as Cheshire also represents the countryside on the doorstep of people living in the urban centres such as Manchester. Day trip visitors are very welcome although overnight visitors spend more per head. Day visitors do nevertheless spend money in the local economy and sustain the infrastructure of attractions, restaurants, and shops that are essential elements in attracting overnight visitors. There needs to be a continued focus on getting the most from the day

visitor economy in the area, something that affects both residents and 'tourists'. That's why we need to get our visitors to stay longer. It means, for example, giving reasons for day visitors to dwell longer or stay on into the evening, and encouraging conference delegates to stay an extra night or two, or to return to enjoy Cheshire at their leisure.

We need to attract more high-spending 'Cosmopolitans', whether day visitors or staying visitors, focusing predominantly on pre and post family couples and women. At the same time continuing to attract families or the 'traditionalist' visitor that tend to have an older age profile and be attracted by gardens, heritage, countryside and the food offer. In addition to day visitors there are important markets for international or domestic staying visitors, including the very important 'visiting friends and relatives' (VFR) market. To meet their high standards and expectations, we need to both promote and improve the quality and choice of retail and food & drink, expand events & festivals and to develop the cultural offer.

Cheshire East's approach will need to focus on its events, its attractive towns or villages, its countryside and gardens, and its heritage. We need to continue to encourage those important day-trippers whilst raising the profile of the sub-region as a short breaks destination. Much of Cheshire East offers a 'lazy outdoors' countryside experience, perfect for recharging the batteries after a busy week at work. This can be promoted through a series of thematic brands including pampering (a package of shopping, food and drink, and spas), equestrian tourism, gardens, waterways, walking and cycling. The emerging geographic brand of 'Cheshire's Peak District' provides a strong offer for both the cosmopolitan and traditionalist markets, (supported by research undertaken at the start of 2009), particularly when allied with the area's visitor attraction offer.

Cheshire East is well placed with already identified themes including ‘Gardens of Distinction’ and ‘Industrial Powerhouse’, areas such as ‘Cheshire’s Peak District’, towns like Knutsford, Nantwich or Bollington, rural landscape and villages as well as events such as the RHS Show, Tatton Park Biennial, Food shows and the Textile Festival. Thematic marketing has a strong linkage with defining an image or an areas distinctiveness. Cheshire East is an area with a definable landscape character with a good range of attractions (e.g. historic houses, museums, National Trust properties, canals, Churches and gardens), high profile images (e.g. Tatton Park, Lyme Park, Little Moreton & Jodrell Bank), a high quality of accommodation and close links to adjoining areas of the Peak District and Manchester. It is already in a strong position to raise its position within the region and sub-region by making the best of its existing assets.

Cheshire’s Peak District

Research undertaken at the end of 2008 indicated that many consumers had an understanding of Cheshire’s Peak District, highlighting that the ‘offer’ had many of the Peak District’s attributes but with more historic houses nearby, gentle countryside, many gardens to visit and opportunity to visit industrial heritage sites as well. This provides a focus that includes promotion in the sub-regional ‘Visit Chester and Cheshire’ visitor guide, bespoke post-arrival print, and web-based promotion through www.cheshirepeakdistrict.com.

In addition, Discovercheshirepeakdistrict.com and Discoverthegritstonetrail.com will promote the area’s outdoor activities and links to its other attractions through map-based itinerary building tools. This provides Cheshire’s only other geographic brand other than Chester giving a focus to developing business through association with the brand.

There is a significant and relatively affluent day visitor market close at hand, with the presence of the large conurbations of Manchester, Liverpool and Staffordshire as well as Cheshire's own population. In addition, the urban attractors or Liverpool, Manchester and Chester generate a significant number of staying visitors 'on the doorstep'. There is therefore an opportunity through relatively local marketing to exploit the 'visiting friends and relatives' market, attract secondary visits and grow our own loyal visitor base to underpin the attractions economy through day visits.

Research indicates one of the main challenges is that most people do not identify Cheshire as a destination, and that it does not have a very distinctive brand character in people's minds. This perhaps leads us to an approach where how specific attractions, places and events are packaged, linked or presented has a more important focus than the broader offer. This can be supported by the use of brands that have resonance with visitors through place, theme or interest.

Gardens of Distinction

Cheshire's Gardens of Distinction is a continuation programme from 'Cheshire's Year of Gardens'08'. It includes a number of programmes to market the gardens offer across Cheshire, promote and develop the RHS Show Tatton Park and assist with business development. Around 25 gardens are included with many of them being in Cheshire East, including seven of the top ten featured gardens. Cheshire East's gardens, many of them associated with Historic Houses and attractions are therefore an important resource for the visitor economy. Analysis of the Year of Gardens campaign indicated a net visitor increase equivalent 277,400 visitors and a net economic impact of £12.2m.

Business tourism is also an important facet of the local visitor economy and there is a continuing need to add value by focusing on high yield markets, improved service standards and support in developing the market for business outside of Manchester or Chester. There is some evidence of growth potential in business tourism in Cheshire East, including both conference and meetings markets, for which there is a strong product range from stately homes to conference hotels. Further work may therefore be required to develop and promote distinctive offers within Cheshire East.

Appendix 2 provides a summary of available research.

Cheshire East Council

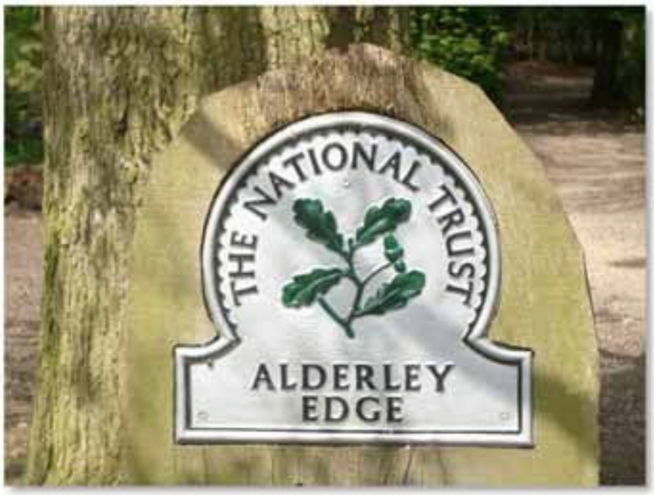
Moving Forward

Where do we go from here?

To attract visitors we need to support and reinforce the quality of experience and product in the area's attractions, focusing on developing the full potential of the area's Jewels, such as Jodrell Bank, Lyme Park and Tatton Park, while continuing to polish the many other gems that are scattered across the area such as Clonter Opera or Little Moreton Hall.

Maintenance and development of these key attractions is of strategic importance to the visitor economy of Cheshire East. Tatton comes under the direct management of Cheshire East Council, while others will require close working links with organisations such as the National Trust (e.g.. Quarry Bank, Lyme Park, Little Moreton Hall) or private owners (e.g. Arley, Capesthorne, Gawsworth, Clonter and Cholmondeley). At a time of economic slowdown, 'anchor institutions' are important for the local cultural and visitor economy in creating a high quality of place with potential to support the resilience of the local economy during a difficult economic period.

Protection and enhancement of our natural assets, including Alderley Edge, the Gritstone Trail, Teggs Nose, and distinctive character of the Peak District National Park is also a fundamental requirement in defining the quality of experience that visitors seek. The features of these landscapes and their juxtaposition with associated villages, canals, attractions and market towns are a distinct element of the character of Cheshire East and therefore an economic as well as environmental asset. Helping to develop Cheshire's countryside experience is most effectively done in Cheshire East through a combination of geographic brands where they exist, particularly Cheshire's Peak District, the use of thematic brands to reinforce the experience, a focus on quality and coordination with strategic developments such as the Rights of Way Improvement Plan. Close working with business clusters, market towns or major property owners such as The National Trust will also be important.



There should be continued support for the 'Cheshire's Gardens of Distinction' brand as our gardens are already a major visitor attraction. They are something that is distinctive about Cheshire East's contribution to the region, particularly in their association with historic houses and their use as spectacular and distinctive backdrops for arts/culture, festivals and events.

Targeted investment in a number of key projects, attractions and brands will significantly change the image and positioning of Cheshire East in the market place, delivering real benefits to the local economy. Meanwhile 'packaging' for niche markets can help exploit the value of other Cheshire East assets such as Churches, textile heritage or canals.

Web and digital media need to be effectively used to support and communicate the development of brands and product, adding value to (or in some cases replacing) more traditional communications media. This can lead to more cost-effective targeted communication and new opportunities to develop the visitor experience and their access to products.

Our waterways and rights of way networks need to be recognised as important tourism assets as they are established as important features of our countryside, allowing visitors to explore Cheshire East's hidden gems in a unique way.

Our events and festivals programme needs focus, to promote and develop signature events that will raise the profile of the wider offer in Cheshire East. We can also encourage 'packaging' of other events to ensure they can benefit from an increased profile, are associated with strong themes, gain mutual benefit from clustering with accommodation and other businesses and take advantage of sharing resources. This is especially through cross-marketing opportunities. There are parallel opportunities to grow 'organic' locally distinctive events and to attract new strategic events, although a subvention policy may be required to effectively exploit or stimulate this market.

Events & Festivals

Events held within Cheshire East help animate places and give reasons for return visits, so increasing the value of the visitor economy as well as benefiting communities. These events range from nationally strategic events including the RHS Show, Tatton Park Biennial and the Cholmondeley Pageant of Power through to local events & festivals that help to reinforce the character of a particular area, these include Middlewich Folk and Boat Festival, Knutsford May Day, Holly Holy Day in Nantwich, Barnaby Festival in Macclesfield, Carnivals at Crewe and Congleton, The Poynton Show, The County Show or the area's many arts, literary and food festivals. Other events help to support tourism brands such as the Bollington Walking Festival and 'Cheshire's Peak District' the many Bluebell Walks and 'Gardens of Distinction' or food festivals and 'Taste Cheshire'.

The potential of Cheshire East's towns and villages needs to be harnessed through consideration of visitor economy issues within targeted regeneration in 'Crewe Vision', 'Macclesfield Futures ' and around a 'sustainable towns' agenda for Market Towns. Effective place marketing is required to make most effective use to their distinctive characteristics and local promotional business clusters can help to deliver this. This needs to be achieved through prioritisation, accepting that the needs and opportunities of each place are different and based on whether there is a significant potential gain to the visitor economy.
The role of events and festivals, a distinctive retail offer, built heritage, food and drink, quality accommodation, arts & culture, business tourism and proximity of assets such as attractions or waterways will be key variables.

Because of the geography of Cheshire East, business tourism is a different offer to other parts of the sub-region. Proximity to the Manchester city region, the nature of the business mix and its location, the rural nature of much of the Borough and the scattered nature of tourism assets may necessitate a separate focus on business tourism, a clustering approach, development of bespoke products and/or focus on specific business or association markets.

'Telling the story' will be central to joining the various themes and opportunities. Matching reasons to visit with clear target markets will enable a clear focus to be developed that links quality of experience and the visitor offer. In many cases it is about adding value through linking existing assets and resources rather than creating new. Transforming the experience of visitors depends not only on getting the attractions and accommodation right, but through quality visitor information delivered where and when visitors need it, supporting the development of customer service skills across the area and taking an integrated approach to issues such as transport, signage, planning and

licensing. The quality of the public realm, transport, the natural environment, rights of way, cultural activities and the built heritage are the foundations of a destination's distinctiveness of place and its authenticity. Managing, enhancing and sustaining these to the highest standards will ensure that the region can offer high-quality and distinctive experiences to visitors.

Working together will be the key to delivery. Developing partnerships between public and private sectors will be essential if the true potential of the Cheshire East visitor economy is to be realised. Encouraging and supporting private sector investment must be at the heart of future approaches. The work of the Visitor Economy Forum, partnership delivery through the tourism board and the development of effective business clusters are also essential to its success. Working together will also help us to assess delivery, celebrate success and to benchmark achievements.

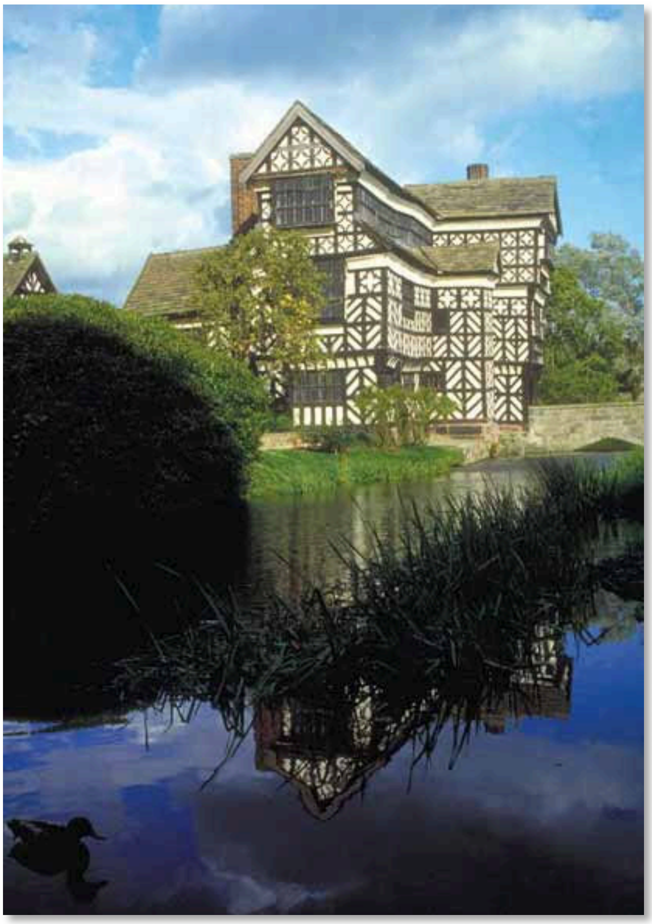
Market Towns

East Cheshire is home to 12 of the sub-region's 18 market towns. From Alderley Edge in the north to Audlem in the south, market towns are one of the things that give East Cheshire its special character. Some, such as Nantwich or Knutsford, are already of significant established value to the visitor economy while others such as Congleton or Middlewich have potential to do so. Many of these towns have a distinctive heritage related to their rural hinterland, their connections to rail, road or canal and industries such as salt, silk or engineering. Promotion of these towns is being developed through i-visitor guides where visitors can access a host of information that will inform there decision making of what to do and where to go. i-visitor guides such as www.visitnantwich.co.uk will not only promote the towns themselves, but the attractions of the surrounding area, thus benefiting jobs and prosperity for the community.

How do we do it?

Delivering visitor economy outcomes do not belong to one organisation or one Local authority service. We need to align visitor activity with economic regeneration and the quality of life of our residents in order to deliver the quality destination that is vital. It therefore requires a corporate commitment to the quality of its visitor economy offer from Cheshire East Council and working through a partnership approach that involves both public and private sector, in order to succeed.

The commitment to working together through partnerships is explicit within Cheshire East. However the geography of the area dictates that, while partnership working across Cheshire & Warrington is important, we also need to work with neighbouring destinations such as Manchester, the Peak District, Staffordshire moorlands and North Shropshire as the visitor does not recognise political boundaries in the search for a quality destination. Working together must also extend to a joined up approach to the relationship of tourism to heritage, sport, arts, culture and the creative industries.



Cheshire East Council, through delivery of services related to planning, transport, regeneration and public realm, can support and facilitate appropriate private sector investment in the visitor economy as well as sustaining existing levels of business. There is therefore a need to consider visitor economy needs and opportunities as part of policy and decision making within the Council's wider service delivery to the benefit of the economy, jobs and the resident community.
The approach to working together should be about making best use of resources to 'join the dots' and to add value together to what could be achieved separately.

Key Priorities

The following priorities have been identified for the period up to 2012:

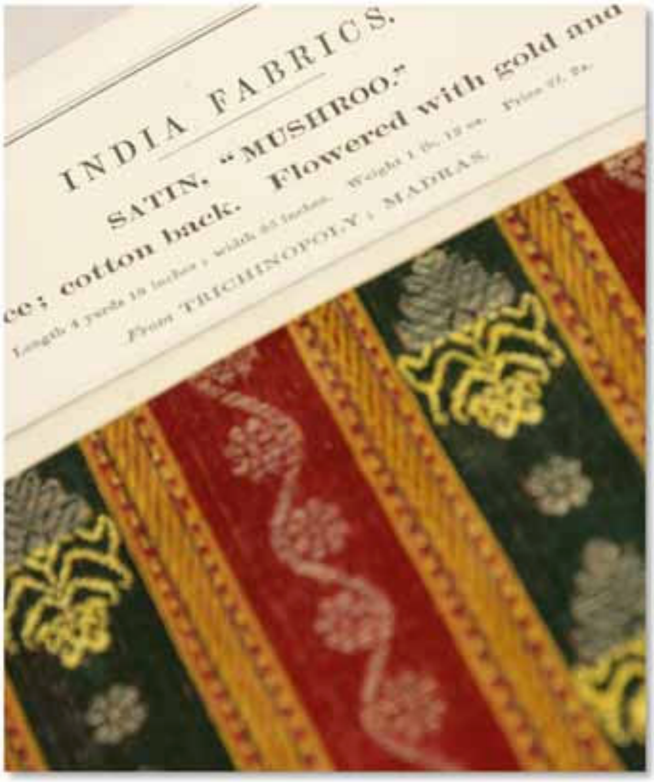
- Development of the Visitor Economy Strategy with full evidence base, clear targets and involving partner consultation by September 2010.
- A Visitor Economy Forum for Cheshire East linked to the Local Strategic Partnership, Economic Development, Learning and Skills sub-group.
- Completion of Tatton Visioning leading to product development.
- Continued support for Jodrell Bank redevelopment and other key investment projects.
- Development of and support for an events strategy at sub-regional and Cheshire East levels to maximise the potential benefits of strategic events to the visitor economy, including the lead up to the 2012 Games.

Jodrell and Tatton

A new Discovery Centre is being planned for the University of Manchester's Jodrell Bank. The project, which they hope will be phase 1 of a larger development a 'Planet Pavilion', new café, exhibition/events, space a 'Galaxy maze' and extension of the arboretum. Jodrell Bank already has a high profile with visitors and the proposed developments are aimed at growing the visiting audience. Nearby, Tatton Park is investigating the potential of growing the family market with a new attraction that would help to boost visitor numbers from 800,000 to 1 million. Combined or separately, investment at these attractions would significantly boost the overall contribution to the local economy. Their proximity to each other and the wider offer in the immediate locality have the potential to create a tourism 'hot spot'.

- Development of approaches to transform the experience of visitors through quality visitor information, supporting the development of customer service and other sector skills and seeking an integrated approach to issues such as transport, signage, planning and licensing.
- Development of a sub-regional focus on business tourism through a clustering approach, development of bespoke products and/or focus on specific business or association markets and the potential of subvention, taking account of the specific needs of Cheshire East.
- Continuation of ICT and digital developments to enhance the offer and assist communication, including a coordinated and integrated approach to 'i-visitor guide' and 'Discover...' web platforms.
- Continued support for the 'Cheshire's Gardens of Distinction' brand as our gardens are already a major visitor attraction and a high proportion are within Cheshire East.
- Adoption and development of Cheshire's Peak District and related thematic brands to communicate and reinforce the countryside experience

- Promotion of access to our countryside and of our waterways networks in coordination with strategic developments through such as the Rights of Way Improvement Plan, Local Area Partnerships and associated strategic plans.
- Development of partnership working and delivery through a visitor economy forum, cluster working and 'hub' offices at Tatton Park and Reaseheath encourage and facilitate development of the Visitor Economy.
- Review of the TIC model for visitor information and testing of new approaches
- Incorporation of visitor economy issues and opportunities within regeneration projects such as Crewe Vision, Middlewich town wharf and Macclesfield futures, within targeted regeneration around a 'sustainable towns' agenda, for Market Towns, exploitation of heritage assets and through effective place marketing.
- Ensure that Visitor Economy needs and opportunities are taken into account as part of decisions relating to matters such as planning, transport, public realm, events, culture and countryside/greenspace.



Measuring success

It is essential to the success of any strategy that effective research and intelligence is available to review success and to inform future decisions. This is most effectively delivered sub-regionally, but the distinctive requirements of Cheshire East must be identified and built in to future research and monitoring plans. There also needs to be good communication between Visit Chester and Cheshire and the Local authority's own research capacity to ensure effective targeting of resources. Further research may be required in order to assist decisions about market potential and development opportunities as well as provision of benchmarking data.

At present there are few effective measures other than STEAM data to monitor the visitor economy and few measures that are relevant to sectoral support in Cheshire East (e.g. hotel data), though it is hoped that the Local Economic assessment may provide a means of supporting a robust evidence base in the future. However, this is not a unique issue across the region and it requires both a strategic level of support and the effective cooperation of local business. The direction and speed to be followed in achieving the Visitor Economy priorities will be guided through the Visitor Economy Forum, which will also inform Cheshire East's contribution to the annually reviewed Destination Management Plan for Cheshire and Warrington. To work effectively the forum will need access to good market research and monitoring of key indicators. New indicators may have to be considered in order to target resources effectively.

The key outcome targets we seek to achieve by 2012 are:

- **Develop a visitor economy with a value of £680m by 2012**
- **Increase jobs directly related to the visitor economy by around 200 over the same period**
- **Increase visitor numbers to Tatton to 1m by 2012**
- **Increase the number of businesses achieving quality accreditation.**

Conclusion

Visitor economy strategy is a strategically important component of the Council's economic development priorities. It is an important contributor to the economy of Cheshire East, contributing to local quality of life, and has a positive impact on decisions over business location and individual choices over where to live and work. The strategic framework outlines some of the issues and priorities that the Council must consider and resource, the opportunities to align the needs of residents and visitors and a model for partnership working to help realise the potential of visitor economy in Cheshire East.

Appendix 1: Strategic framework summary

Create the new experience

Telling our stories

- Incorporate tourism branding into all relevant interpretation, promotion and place marketing.
- Prioritise support for projects that support and reinforce key brands and themes.
- Encourage businesses to celebrate their stories and adopt the relevant tourism branding.
- Use web and digital media to extend the reach of brands, messages and new product offers.
- Develop a visitor welcome training and support programme.
- Create immediate impact at major gateways.

Transforming the experience

- Review and develop visitor information services that match visitor needs.
- Create more opportunities to spend.
- Exploit the potential of food, drink and local products to enhance the experience.
- Foster high growth, high quality businesses.
- Build visitor needs into decision making on public realm, access, transport, planning, town centre management and other such matters.
- Demonstrate commitment to taking care of a high quality environment.

b). Creating the offer

Attracting visitors

- Support a marketing strategy to focus on specific markets making best use of geographic or thematic brands with the objective of growing visitor income.
- Support investment in attractions and assets, with priority development of 'jewels' and support for 'polishing' 'gems'.
- Develop & support key geographic / thematic brands.
- Identify and celebrate the distinctive visitor offer of our countryside, towns, villages harnessing potential to add value to the visitor economy.
- Develop, encourage and promote an events & festivals programme that supports brands/themes raises profile and quality and helps to extend the season.
- Focus on business tourism.
- Build on the distinctive characteristics of Cheshire East.

Working together

- Work in partnership with Visit Chester and Cheshire to deliver improvements in the Visitor Economy of Cheshire East.
- Work with partners on advocacy, influence, insight, market growth and development and to monitor progress.
- Recognise the role of local authorities in creating quality places for residents and visitors & help to create an environment that encourages entrepreneurs and developers.
- Work with tourism business clusters to help make most effective use of resources and business engagement.
- Ensure that the delivery of the strategy is monitored and success communicated.

Create the new experience

Telling our stories

Incorporate tourism branding into all relevant interpretation, promotion and place marketing.	Communicate and liaise with all relevant stakeholders, including within Cheshire East Council, to ensure tourism branding is appropriately and consistently incorporated.
Prioritise support for projects that support and reinforce key brands and themes.	Identify, assess and support key projects eg Jodrell Bank,Tatton Park and opportunities stemming from areas such as 'sustainable towns' and regeneration priorities.
Encourage businesses to celebrate their stories and adopt the relevant tourism branding.	Work with recognised tourism businesses to provide relevant brand guidelines and support as well as encouraging businesses to work in partnership to identify or exploit PR opportunities.
Use web and digital media to extend the reach of brands, messages and new product offers.	In partnership with stakeholders seek develop online and digital resources to support and communicate brands and product, provide cost-effective targeted communication and new opportunities to develop the visitor experience and their access to products. In conjunction with VCC ensure that i-visitorguides and 'Discover' sites are maintained, developed, integrated and supported.
Develop a visitor welcome training and support programme.	Through VCC seek to develop and roll out a 'Cheshire Welcome' training and support programme.
Create immediate impact at major gateways.	Identify key gateways and in partnership with stakeholders seek to improve relevant visitor economy messaging/branding.

Creating the new experience
Creating the offer
Telling our stories
Transforming the experience
Attracting visitors
Working together

Create the new experience

Transforming the experience

Review and develop visitor information services that match visitor needs.	With support from VCC, review visitor information services including the opportunity to develop or pilot new approaches to developing sustainable and transferable solutions and implement necessary change.
Create more opportunities to spend.	Work with tourism clusters to encourage them to package opportunities (eg accommodation working with attractions and retail) and identify through VCC support for business tourism packages.
Exploit the potential of food, drink and local products to enhance the experience.	Support and seek to extend 'Taste Cheshire. Work with partners in 'Food Cheshire' to encourage use of local/regional produce and develop the consumer focus through events or visitor attraction/accommodation food offerings.
Foster high growth, high quality businesses.	Through Economic Development strategies and support, planning, transport etc, encourage relevant visitor economy businesses with growth potential.
Build visitor needs into decision making on public realm, access, transport, planning, town centre management and other such matters.	Identify and ensure visitor economy needs/opportunities are represented within projects (eg sustainable towns, Crewe Vision, Macclesfield Town, Middlewich, LTP etc) and delivery plans.
Demonstrate commitment to taking care of a high quality environment.	Recognise the value of quality green space, rights of way, countryside environment hertiage, town centres and public realm to the visitor economy through relevant strategies, projects and plans.

Creating the new experience		Creating the offer
Telling our stories	Transforming the experience	Attracting visitors
Working together		

b). Creating the offer

Attracting visitors

Support a marketing strategy to focus on specific markets making best use of geographic or thematic brands with the objective of growing visitor income.	Help collate available research and identify markets relevant to key brands and themes. With VCC and businesses, develop promotional and marketing strategies to effectively exploit these markets and encourage product development that supports or fills gaps in the market.
Support investment in attractions and assets, with priority development of 'jewel's and support for 'polishing' gems.	Encourage and support relevant investment opportunities in attractions and tourism assets and ensure VE objectives are part of forward planning for key projects (eg Tatton Park, Jodrell Bank).
Develop & support key geographic/thematic brands.	Support the development and application of key brands of particular relevance to Cheshire East; Cheshire's Peak District, Gardens of Distinction and Taste Cheshire as well as supporting thematic activity around heritage, waterways, market towns or other emerging areas, providing assistance to business clusters as appropriate.
Identify and celebrate the distinctive visitor offer of our countryside, towns and villages, harnessing potential to add value to the visitor economy.	Promote and cross-promote the assets of towns and countryside areas of value to the visitor economy, seek opportunities for positive PR, encourage areas of potential and add value through the development of geographic or thematic brands where relevant.
Develop, encourage and promote an events & festivals programme that supports brands/themes raises profile and quality and helps to extend the season.	Promote and support the development of strategic events to achieve quality, sustainability and a good visitor experience. Help to identify and nurture new and innovative events in Cheshire East that have visitor economy potential, particularly where of sub-regional or above value. Encourage and support events & festivals that reinforce the character of the area and have economic value.
Focuses on business tourism.	Work with VCC to devise and implement a business tourism strategy relevant to the markets and assets of Cheshire East to maximise business and corporate spend.
Build on the distinctive characteristics of Cheshire East.	Manage, sustain and enhance public realm and services used by visitors to the highest standards possible to achieve a high quality distinctive offer that benefits visitors and residents alike. Encourage projects that promote community pride and engagement in place and environment. Take opportunities to raise the profile of and promote a positive image of Cheshire East.

Creating the new experience		Creating the offer
Telling our stories	Transforming the experience	Attracting visitors
Working together		

Working together

Work in partnership with Visit Chester and Cheshire to deliver improvements in the Visitor Economy of Cheshire East.	Develop visitor economy delivery 'hub's' at Tatton Park and Reaseheath to combine resource and effort for shared objectives in line with the Cheshire East Visitor Economy Framework, and work together in a strategic partnership.
Work with partners on advocacy, influence, insight, market growth and development and to monitor progress.	Develop a strategic approach and partnership working through the Visitor Economy Forum as well as sub-regional or cross-boundary bodies.
Recognise the role of local authorities in creating quality places for residents and visitors & help to create an environment that encourages entrepreneurs and developers.	Ensure the visitor economy interests are incorporating in the Council's relevant strategies and delivery plans, with particular regard to Economic development, Transport, Planning, Health and Wellbeing and Customer services.
Work with tourism business clusters to help make most effective use of resources and business engagement.	Encourage and support tourism business clusters to deliver added value and as routes to improving product quality, promotion, communication and stakeholder engagement.
Ensure that the delivery of the strategy is monitored and success communicated.	Encourage sharing of visitor economy research capacity and data, build monitoring mechanisms into activities undertaken and work with partners/stakeholders to develop effective routes to identify and promote success.

Creating the new experience		Creating the offer
Telling our stories	Transforming the experience	Attracting visitors
Working together		

Cheshire East Council

Appendix 2: Cheshire East summary of available research

Volume and Value – Visitor Economy Overview

- The Cheshire visitor economy is worth £1.78bn with east Cheshire contributing £653m. (STEAM 2008).
- It is estimated that east Cheshire had 16.7m visitors in 2008. (STEAM 2008).
- In terms of tourism employment as a % of the population, Cheshire East is slightly below the Northwest average of 3.2%, at 2.9%. (TEAM Analysis, 2009)
- Cheshire accounts for 8% of the region's accommodation establishments.
- East Cheshire accounts for more tourists (40%) than any other part of the sub-region. (STEAM 2008).
- Known Bed stock in east Cheshire: 8104, which equates to 35% of the sub-regional total.
- The two biggest sectors in terms of expenditure are food & drink and shopping, accounting for 39% of all expenditure in east Cheshire. This is an increase of 1.5% from 2007 to 2008. (STEAM 2008)
- The three biggest sectors in terms of employment are food & drink, accommodation and shopping, accounting for 64% of all visitor economy employment in east Cheshire. Overall there was a 4% increase visitor economy employment from 2007 to 2008. Visitor economy now employs over 10,000 people within Cheshire East. (STEAM 2008)
- Visitors staying in paid for accommodation within east Cheshire accounted for 5% of the total visitor numbers, with the vast majority of visitors (84%) being day visitors. (STEAM 2008)
- Day visitors accounted for 67% of all tourism spend in east Cheshire during 2008. (STEAM 2008)

Image and Perceptions (data supplied from NW Stay and Day Visitor Survey, 2008)

- Rural Cheshire has stronger appeal to 'independent' market segments – especially traditionals and cosmopolitans.
- Rural Cheshire has relatively low appeal among other rural destinations with only 33% considering rural Cheshire as a short-break destination.

Staying and Day Visitors (Destination Report, TEAM, 2009)

- Spend by both day (£23) and staying (£36) visitors in Cheshire (outside Chester) was slightly below the NW average.
- Cheshire's largest markets (both days and staying) are Cosmopolitans and High Streets – this is in line with the region. Among staying visitors it is attracting higher than average proportions of Traditionals.
- The age profile of staying visitors to Cheshire is broadly similar to that of the region but skewed slightly to 55+ visitors, and less to 16 – 34s.
- Staying visitors to rural Cheshire are more likely to be 55+, with no children at home.
- Other important staying visitor markets are the Northwest and the West Midlands. The East Midlands and East of England are also important for rural Cheshire
- Staying trips to rural Cheshire is 2 nights.
- Average length of stay is lower than the regional average – with significantly lower proportions staying 4+ nights.

Business Tourism (VCC Figures 2010)

- £3.7m of business tourism delegate economic benefit was secured by Visit Chester & Cheshire during the 2009/2010 financial year. Forecasts for 2010/2011 shows show that over £2million in delegate economic benefit has already been secured. This is forecast to increase as the year progresses.

Useful Consumer Insights – East Cheshire

MOSIAC profiling consumer datasets supplied by VCC show a number of clear conclusions with regards to which our current target markets are. These are Production Managers, Innate Conservatives and Yesterdays Captains.

Gardens Insights from the 2008 Evaluation from the onsite survey

- The majority of respondents (54%) were from Cheshire. However, festivals were also successful in attracting audiences from further a field, with 29% coming from elsewhere in the North West and 16% travelling from elsewhere in the UK.
- Attitudes to Cheshire - Overseas respondents were most likely to indicate “good food‟ as a priority for a day out; they were also most likely to „appreciate beauty and craftsmanship‟ and were the most likely group to indicate that they were interested in using public transport for leisure purposes.
- Respondents based Elsewhere in the UK were the least likely to indicate that Cheshire was famous for its gardens‟ and that it had „a clear image‟. Also, along with other domestic visitors they had a lower interest in using public transport.
- Cheshire Residents were most likely to agree that the area was, losing its gloss‟ (CGOD Marketing Research, Nov 08).

Textile Festival Evaluation (September 2009)

- The main reason for visiting was to attend the event (41%) followed by those visiting the area/attraction already (36%).
- The majority were day visitors (57%), with a quarter staying overnight.

Cheshire Peak District (QA Research - February 2009)

- 39% of consumers have visited/heard of Cheshire’s Peak District (consumer base 497)
- When compared against the Peak District the ‘offer’ was viewed as very similar in many ways, key differences being: - historic houses to visit, gentle countryside, many gardens to visit, opportunity to visit lots of industrial heritage
- 98% of stakeholders could place the area on a map, although nearly two thirds thought it was bigger an area than it is

East Cheshire Attractions

- The total footfall at attractions in east Cheshire during 2007 was 1.6 million visitors.
- The largest attraction within east Cheshire was Tatton Park, with 808,000 visits during 2007/08.
- The annual economic output of Tatton Park is £21.5m gross; £8.8m net. (SQW 2006)

This page is intentionally left blank

ENVIRONMENT AND PROSPERITY SCRUTINY COMMITTEE

Date of meeting: **8 June 2010**
Report of: **Strategic Director, Places**
Title: **Draft Economic Development Strategy for Cheshire East**

---

1. Introduction

1.1 At its meeting on 23 November the Committee considered a proposal for an interim Economic Development Strategy for Cheshire East. The report suggested that an interim strategy would subsequently develop into a comprehensive Economic Development Strategy (EDS) during 2010 and that a detailed timetable and project plan was in preparation. This report updates Members on progress since that last meeting. A draft EDS is attached for comment and approval for consultation. This version includes comments and suggestions made at an informal Cabinet.

2. Aims and objectives

2.1 The draft strategy is intended to:

- Set out our understanding of the current state of the economy of Cheshire East, and identifies its strengths, weaknesses, opportunities and threats
- Identify key spatial economic development priorities for the borough
- Support and guide the LSP in the preparation of the Sustainable Community Strategy
- Support the development of the Transport Strategy (LTP) and the LDF Core Strategy
- Provide the wider economic context for the development/implementation of the Visitor Economy Strategy
- Provide the context for influencing sub-regional and regional policy development.

2.2 The draft strategy is based on our current understanding of the economy and strengths, weaknesses, opportunities and threats. As part of the next stage of development, a more detailed Local Economic Assessment (LEA) will also needed to be carried out as part of our new statutory duty placed on local authorities by the Local Democracy, Economic Development and Construction Act from April 2010. This will be undertaken during June - December this year and will provide a detailed and up-to-date evidence base to further inform the draft strategy. The LEA and the EDS will together inform Cheshire East Council's response to Part 2 of the Regional Strategy.

2.3 Work has also been ongoing on a Sub-Regional Strategy for Cheshire and Warrington and the draft strategy takes this work into account. It is also in our interests to develop appropriate partnerships with our neighbours in AGMA, North Staffordshire, Shropshire and the High Peak area of North Derbyshire, and the strategy will eventually set out the mechanisms through which this can be done.

3. Process and Timetable

3.1 At the last meeting Members were advised that developing a full Economic Development Strategy based on the economic priorities and issues for the area evidenced through a Local Economic Assessment, would take about 18 months. While the attached draft document sets out the current recommended high level approach, the review of RS2010 Part 1 and the emergence of the more detailed Part 2 will inform its further development.

3.2 Whilst Cheshire East Council is leading in developing this strategy, it must be owned, supported and shared with a much wider range of stakeholders across all sectors, in both the borough and wider sub-region. In order to ensure this, the following identifies the key milestones in developing the strategy, including with external stakeholders.

8 June 2010	Draft Strategy and consultation process considered by Environment and Prosperity Scrutiny Committee
June – December	LSP Economy and Skills Thematic Group engaged in strategy development and consultation
July – December	Evidence collated from Local Economic Assessment used to inform strategy development, including potential business surveys
October – December	Themed consultation workshops with stakeholders, involving members of the LSP Economic Development Learning & Skills thematic partnership
December 2010	Final strategy published
January-March 2011	Final Local Economic Assessment published with more detailed supporting Action Plan relating to ED Strategy.

Recommended that:

i) the Committee comment on the attached draft EDS for targeted consultation

ii) the approach and timetable outlined above be endorsed.

Name: Jez Goodman
Designation: Economic Development Manager
Tel No: 01270 685906 or 07775 220899
Email: jez.goodman@cheshireeast.gov.uk

APPENDIX 1

A Draft Economic Development Strategy for Cheshire East

March 2010

CONTENTS

EXECUTIVE SUMMARY

1.0 This document is the starting point for the formulation of an Economic Development Strategy for Cheshire East which sets outs its objectives and priorities for the next 15 years.

2.0 Whilst Cheshire East Council is responsible for leading on its formulation, the overall approach to its development and implementation is one that must be shared with other stakeholders in the public, private and voluntary sector. Cheshire East will lead on a consultation process over the next 9 months that will incorporate further analysis and the views of stakeholders in the local economy.

3.0 This document is strategic in its nature, and sets out objectives, priorities and direction, but it will not provide detailed actions. It is intended that supporting shorter-term delivery plans (up to 5 years) are developed that will translate the objectives into actions.

4.0 This draft strategy:

4.1 **Sets out our understanding of the current state of the economy of Cheshire East**, and identifies in particular its strengths, weaknesses, opportunities and threats. This draft analyses a wide range of information sources that are currently available. However, from April 2010, the Council has a new statutory duty to undertake a Local Economic Assessment which will provide further intelligence that will help inform the further development of this strategy. In summary:

- The headline indicators demonstrate that Cheshire East as a whole is performing better on indicators than the regional and national averages, especially in skill levels, business start ups and knowledge based employment. However this masks significant variations at the local level with the Crewe economy in particular performing below the Cheshire East average.

- In terms of key sectors, the Pharmaceuticals share of employment is significantly above the GB average. Motor Vehicles, Computing services, Financial Services, Logistics and Advanced Engineering are other key sectors contributing significantly to high productivity/GVA.

- Macclesfield and Crewe are large net importers of labour whereas in the Congleton area there is a relative shortage of local jobs and a large outflow of labour. The rural character of the Borough is reflected in an Agriculture sector employing 5,300, twice the England average.

4.2 Identifies strategic economic development objectives and underpinning priorities for the Borough . These are:

Thematic Priorities

Spatial Priorities

4.3 **Provides the strategic policy context:** the development of this strategy comes at a key time. It is critical that it relates closely to the wider policy and strategy framework, both in terms of hierarchy (i.e. RS2010, and Cheshire & Warrington Sub-Regional Strategy) and wider, closely related themes (for example, transport, housing, tourism). Its particularly key that this strategy contributes to the overarching Sustainable Communities Strategy for Cheshire East and the Local Development Framework's Core Spatial Strategy.

5.0 The development of the full strategy requires:

- effective engagement and consultation with key stakeholders
- further analysis of the state of the Cheshire East economy
- priorities from other on-going localised plans to be incorporated
- cross-fertilisation with other emerging key strategies, including the Sustainable Communities Strategy, Local Development Framework and Local Transport Plan.

6.0 A consultation action plan is being developed, with partners, which will fulfill these criteria and produce a final Economic Development Strategy by December 2010.

1.0 INTRODUCTION

1.1 This document is the starting point for the formulation of an Economic Development Strategy for Cheshire East which sets outs its ambitions and priorities for the next 15 years.

1.2 New legislation places a stronger duty on local authorities to lead in analysing the local economy, and develop policies and actions that respond accordingly in promoting the local economic well-being of their areas.

1.3 However, this approach must be a shared one, which engages with partners from the elsewhere in the public, private and voluntary sectors, and captures their ambitions and plans.

1.4 Collectively, we need to ensure that we set out clear objectives and priorities that both take account of, and influence, national, regional and sub-regional policy developments, especially since there is a renewed focus by Government on the role of local government in the delivery of economic development.

1.5 The importance of strong leadership from Cheshire East Council and our public, private and voluntary sector partners in promoting and delivering on our economic development priorities, cannot be over-emphasised if the ambitions for the area are to be realised. The Council will adopt a strategic leadership role and promote partnership coherence, ensuring that our voice is heard and we play a full and active role at the regional and national level in making the case for investment in Cheshire East.

1.6 Cheshire East needs an economic policy framework that informs, and is informed by, other current and emerging strategies, including the Cheshire East Sustainable Communities Strategy (SCS), Local Development Framework (LDF) Core Strategy, the Local Transport Plan (LTP3), Housing Strategy , Visitor Economy Strategy, Child Poverty Strategy, Work & Skills Plan, as well as the Council's commissioning role for 16-19 Learning.

1.7 Critically, we need to develop a strategy that takes into account the recent and emerging economic challenges faced by the borough. The local economy has weathered the recession relatively well compared to other parts of the North West but the transition to recovery will bring new opportunities and threats. Whilst some indicators provide comfort on how the local economy is progressing, there are others that indicate that other priorities are emerging, that require stronger collaborative approaches within the Council and with external partners such as Northwest Development Agency (NWDA), Homes and Communities Agency (HCA), and other stakeholders. These will be identified in the final Economic Development Strategy, and articulated more clearly through the development of a subsequent Delivery Plan that details more specific actions, as well as who, how and when they will be delivered .

1.8 This document is strategic in its nature, and sets out objectives, priorities and direction, but it will not provide detailed actions. It is intended that supporting shorter-term delivery plans are developed that will translate the objectives into actions.

2.0 THE POLICY CONTEXT

2.1 In developing an Economic Development Strategy for Cheshire East, there is a need to consider the wider strategic context, particularly in the light of recent Government policy direction which focuses on facilitating economic growth in areas that operate across Local Authority boundaries.

2.2 The national/ regional policy framework is undergoing significant change driven by the Sub National Review of Economic Development and Regeneration (SNR), with the integration of the Regional Economic Strategy and Regional Spatial Strategy, the requirement to prepare a Local Economic Assessment and powers for Local Authorities to embed their ambitions in Sub Regional Partnerships and Local Area Agreements.

2.3 This document, as part of a hierarchy of strategies, provides the policy background explaining the implications and opportunities of different spatial and thematic strategies.

2.4 It also identifies strategic economic development priorities for the Borough (detailed actions will be developed as a supporting Delivery Plan) to support and guide the authority in the development of its other key strategies:

i) <u>Local Development Framework (LDF)</u> – work is currently under way on the Core Strategy, due for submission in April 2011. Technical work on employment, housing, retailing and infrastructure is scheduled for completion in October 2010.

ii) <u>Sustainable Community Strategy (SCS)</u> – the current timetable for the development of the SCS means that the new Strategy may be in place from June 2010.

iii) <u>Local Transport Plan (LTP3)</u> – the third round of LTP is due for completion in April 2011.

2.5 As one of three Economic Development Strategies in the Cheshire and Warrington sub-region, it will seek to secure where possible a consistent approach within the sub-region on issues of regional and sub regional significance

2.6 The Homes and Communities Agency (HCA) are engaging Local Authorities in a 'single conversation', covering housing, infrastructure, regeneration and community activities, by April 2011 to connect local ambition and priorities with national targets. There is also a major role in the future development of Cheshire East for our partners in the Regional Leaders Board (4NW), Government Office for the North West (GONW), and the North West Development Agency (NWDA).

2.7 Whilst developing a Cheshire East approach to the Strategy, the Council and its partners will need to demonstrate the development of appropriate relationships on cross-border issues including:
- within the Cheshire and Warrington sub-region
- to the north with Greater Manchester
- with our other neighbours in North Staffordshire, Shropshire and the High Peak areas of North Derbyshire.

2.8 Cheshire East Council and our partners have already commenced the development of key plans for its three spatial priorities: Crewe, Macclesfield and its market towns. Whilst at an early stage, current progress is set out in this document.

National

2.9 At the national level *Going for Growth: Our Future Pro*sperity sets out the Governments strategic approach, i.e. that government action must be targeted on those sectors and markets where it can make most difference:

- Supporting enterprise and entrepreneurial activity,
- Fostering knowledge creation and its application
- Helping people develop the skills and capabilities to find work
- Investing in infrastructure required to support a modern low carbon economy
- Ensuring open and competitive markets
- Building on our industrial strengths
- Recognising the right strategic role for Government in markets in order to capitalise on new opportunities

2.10 *Partnerships for Growth: A National Framework for regional and Local Economic Development* sets out how the Government expects Local Authorities and partners to work together to strengthen economic growth. It stresses the leading role that local authorities can play in working with business and others in setting out economic needs and aspirations.

2.11 *Transforming Places, Changing Lives: Taking Forward the Regeneration Framework* sets out the Governments commitment to reprioritise regeneration investment to where there are opportunities for transforming the economic prospects of areas with lower economic performance.

2.12 Cheshire East's *Local Area Agreement (LAA*) has adopted 6 National Indicators (NIs) relating to the performance of the local economy. These were inherited from the Interim Cheshire Sustainable Community Strategy and seek to bridge national policies and local realities, articulating – as best they can – the priority economic outcomes for the area. These are:

NI 154	net additional homes provided
NI 163	proportion of working age qualified to NVQ Level 2
NI 164	proportion of working age qualified to Level 3

NI 168 Principal Roads where maintenance should be considered
NI 169 Non – principal classified roads where maintenance should be considered
NI 171 New business registration rate

2.13 *Comprehensive Area Assessment (CAA),* which came into being in April 2009, and provides an independent assessment of how well people are being served by local public services, will consider the performance of local economies, specifically seeking to answer the question 'How strong is the local economy?' and 'How are local partners working together to respond to economic challenges and opportunities'.

2.14 From April 2010 the Local Democracy, Economic Development and Construction Act gives a new statutory duty to local authorities, that strengthens their role in promoting and delivering economic development and in assessing local economic conditions. There is an explicit requirement for Cheshire East Council to lead in undertaking, with partners, a Local Economic Assessment that will inform the development of the Sustainable Community Strategy and other key strategies, including the full Economic Development Strategy. CAA inspectorates will consider how local authorities have used the economic assessment to inform the development and delivery of local priories and strategies.

Regional

2.15 Part 1 of the new Regional Strategy, RS2010, was published for consultation in January. This sets out four key strands within which regional economic and planning policy is being developed. These propose that the region should:

i) Capitalise on the opportunities of moving to a low-carbon economy and address climate change

ii) Build on our sources of international competitive advantage and regional distinctiveness

iii) Release the potential of our people and tackle poverty

.

iv) Ensure the right housing and infrastructure for sustainable growth

2.16 These are high level aspirations which Cheshire East broadly supports (see Appendix 2 for more specific actions). Subject to the outcome of consultation on Part 1 and subsequently more detailed Part 2 policies and action plans, Cheshire East Council will be expected to make a contribution in outcomes and local policy development that is consistent with the emerging RS2010. It is therefore critical that this Economic Development Strategy is sufficiently realised to influence this process.

Sub-Regional

2.17 New arrangements are being put in place in the sub-regional architecture to allow for a common approach within Cheshire and Warrington on a range of policy issues. Within a new decision-making structure an Enterprise Commission has replaced the Cheshire and Warrington Economic Alliance. This will coordinate the sub-region's approach to the development of the new Regional Strategy and over the last year a package of sub-regional priorities has been developed including priority areas in Cheshire East. These include Crewe and its surrounding area, and Macclesfield Town.

3.0 THE STATE OF OUR ECONOMY

3.1 This section provides a summary analysis of both national and global economic trends and the recent and forecast performance of the Cheshire East economy in particular.

National and Global Trends

3.2 While it is impossible to accurately predict future trends with any certainly we need to make some assumptions. These trends are likely to have an impact on productivity and competitiveness, on how we develop our future infrastructure needs, and on how and where we invest scarce resources.

i) There will be increasing competition for investment in jobs from the rest of the region and our neighbours, making it all the more essential that Cheshire East makes the most of a highly skilled work force and growth in knowledge-based industries.

ii) As the economy changes new sectors will emerge. There is a need to identify and build on those with the strongest growth potential. These include energy, environmental technology, ICT and communications technology, life sciences, biotechnology and creative industries.

iii) There will be a reduction in public spending in the short to medium term with less public sector employment and spending and reduced capital investment. Changes in global markets and competition will lead to continued pressures in many sectors and the most vulnerable will see restructuring, downsizing or closures.

iv) As the costs of travel and movement of goods increase, there will be a corresponding increase in the importance of digital connectivity allied to innovation and technological improvements. There are opportunities to build on the assets and activity already taking place in digital industries and ensure we exploit linkages to the Manchester city region.

v) The proportion of older people in the population will increase, resulting in a smaller working-age population and fewer younger people. One of the consequences is that people will be economically active past traditional retirement ages leading to a growth in the "grey" economy and a need to respond to it. A smaller proportion of younger workers may result in skill shortages which may hold back economic growth. Demographic changes in Cheshire East are expected to increase the number of those over 65 year of age by 50 percent (nearly 34,000) between 2006 and 2026. There will be a significant impact on services including hospitals and other health services, care services, public transport, leisure and cultural services, including libraries and sports centres.

vi) There will be further changes to patterns of working (flexible/home-based working, etc) and increased leisure time as the economy evolves to cope with changing circumstances.

vii) The demand for housing will increase driven by the declining size of households and with it the expectations of higher quality homes and living environments. The amount, type and location of existing and future housing and its relationship with employment provision is a key issue for the LDF. The growth potential of the area and its contribution to the City Region aspirations has to be balanced with environmental safeguards to maintain and protect our Green Belt, countryside, heritage and other assets.

viii) Climate change with higher temperatures and more unpredictable weather patterns will mean more effort is needed on adaptation, as well as efforts to reduce our use of fossil fuels. Energy costs will rise and the economy will need to more towards a low-carbon solution.

ix) Increased demand for, and pressures on natural resources needs to be taken into account in deciding where growth should take place, to ensure that this does not compromise environmental capacity.

x) New development opportunities will arise in the green economy and in particular there will be new economic activity related to climate change.

xi) The cost of travel and the movement of goods will increase, so there will be a need to develop more sustainable travel patterns and a more efficient transport infrastructure. Accessibility between homes and jobs is crucial, and there is a need for investment and employment to be focused on locations with the best public transport connectivity. There is therefore a need to ensure public transport links to areas of future growth potential are improved (especially to Manchester and London).

The Cheshire East Economy

3.3 As the third largest ‘unitary’ area in the North West, Cheshire East has the potential to play a significant role in generating economic activity for the region as a whole. Its economy makes two major contributions to the region:

- Its businesses generate over 6.9% of the North West’s economic output.
- Its people make up a significant proportion of the ‘knowledge economy’ workforce that drives the city regions, especially Manchester.

3.4 The headline indicators in Table 1 demonstrate that Cheshire East as a whole is performing better on indicators than the regional and national averages, especially in skill levels, business start ups and knowledge based employment.

3.5 However this masks significant variations at the local level with the Crewe economy in particular performing below the Cheshire East average. Particular areas of concern are low levels of NVQ4+ skills (26.4%), business registrations per 10,000 pop (54.4) and workforce employed in knowledge based employment (6% in Crewe outer).

3.6 Productivity is particularly high in the former Macclesfield District, which has been achieved with little job growth over the last decade. Crewe has seen particularly high GVA growth largely as a consequence of significant job growth, whereas the Congleton area has been characterised by weak productivity growth.

3.7 Table 2 provides a summary analysis of the key sectors of Cheshire East. Pharmaceuticals share of employment is significantly above the GB average, with particular concentrations in the former Macclesfield District. Motor Vehicles (Crewe), Computing services (Macclesfield), Financial Services (Macclesfield) and Logistics (Crewe/Middlewich) are other key sectors contributing significantly to high productivity/GVA. Advanced engineering is a small but significant sector mainly in the Crewe area. Macclesfield and Crewe are large net importers of labour whereas in the Congleton area there is a relative shortage of local jobs and a large outflow of labour. The rural character of the Borough is reflected in an Agriculture sector employing 5,300, twice the England average.

Table 1: Headline Analysis

	Cheshire East	**North West**	**England**
Population (2008)	361,500	6.9m	51.4m
Working age population (2008)	216.000	4.2m	31.9m
GVA (2007)	-	£109b	£1,113b
GVA per job (2007)	-	£32.1k	£35.4k
Employment (% of the WAP, 2008)	78.1%	71.3%	74.2%
Unemployment (JSA claimants per 100 WAP, 2009)	2.9	4.4	3.8

Skills – NVQ4+ (% of the WAP)	35.1%	25.6%	28.7%
Skills – no quals (% of the WAP)	8.6%	14.7%	12.3%
Business registrations (VAT regs/10,000 WAP, 2007)	69.6	48.7	56.6
Employment in KIBs (Knowledge-Intensive Businesses) (2007)	14%	10%	11%
Earnings (resident-based, 2007)	-	£23,900	£25,500

3.8 Manufacturing employment has declined sharply over the last decade, following major redundancies at key employers in the area as global restructuring and recessionary forces take effect. The dependency on large employers is a weakness and illustrates the need to diversify and encourage entrepreneurialism.

Table 2: Sectoral analysis

Key Sectors	Characteristics/key employers
Pharmaceuticals	The share of employment is more than 6 times the GB average. Concentrated in the former Macclesfield Borough area where AstraZeneca employ c, 7000 and alone contributes 13.2% of Cheshire East's GVA. Sanofi Aventis based at Holmes Chapel also a key employer. Global cost pressures are generating job cuts and outsourcing to the far East.
Automotive	Concentrated at Crewe where Bentley Motors employs around 3, 500 and accounts for 3.3% of Cheshire East's GVA. Current economic climate has reduced demand for cars and led to job losses. Provides a reservoir of advanced engineering skills in Crewe area, along with Bombardier (rail transport). Airbags International, based at Congleton, is a key supplier to the automotive industry.
Financial Services	Mainly concentrated in the former Macclesfield Borough with key employers such as Barclays Bank IT Centre (c. 3,000 employees), Royal London (c. 800), Cheshire Building Society (now Nationwide owned). The credit crunch demonstrated the vulnerability of the sector which has suffered job losses/rationalisations and off shoring of operations.
Creative, Digital, Media	Employed 8,900 in 2007, up 22% on 2003, compared to a 3% national growth rate. Particular concentration in former Macclesfield Borough where number of advertising/publishing companies located in Bollington/Macclesfield area e.g. McCann Erikson, Ten Aps Publishing. Media City development may present a major opportunity to establish linkages, supply chains tec.

Computing /IT	Likely to see continuing growth due to innovation and increased take up of ICT in other sectors. GVA expected to grow by 5.5% p.a. to 2020
Public Health/social work	Employed 13,500 in 2007. Leighton and Macclesfield District Hospitals employ c. 3000 and 2000 respectively. Demographic change (ageing population and technological change should continue demand for healthcare. Public sector cutbacks may have an impact on employment levels.
Logistics	Crewe and Middlewich are the focus for the Borough's Logistics sector
Agriculture	Around 5,300 employed in agriculture, twice the average for England.

3.9 The high quality of life enjoyed by communities in Cheshire East, particularly in the Macclesfield/Congleton areas, is a significant factor in contributing to the economic success of these areas. In contrast parts of Cheshire East, particularly some wards in Crewe, are characterised by poorer quality environments and negative images together with relatively high levels of worklessness, ill health and poverty, constraining people's ability to improve their life chances. Pockets of deprivation can also be found close to areas of affluence (particularly in north east Cheshire) emphasizing wealth polarities, and in the more isolated rural parts of the Borough where access to services, facilities, public transport and affordable housing is a major problem.

3.10 The SWOT analysis (Appendix 1) provides a breakdown of the current evidence base and provides the rationale behind the strategic approach detailed later on in the economic development strategy. Whilst it is evident that the recession has compounded some existing weaknesses and threats, there are major strengths and opportunities to build on:

3.11 In summary the strengths and opportunities on which Cheshire East's economic future will be built are:

i) a range of high-productivity and technologically advanced international businesses in key sectors such as pharmaceuticals, chemicals, automotive, financial and business services, ICT, energy and nuclear and creative industries.

ii) a dynamic community of small businesses and start-ups, including many in new technologies and services, building on the skills and wealth of the local population.

iii) strong GVA growth expected in Communications, Pharmaceuticals, Other Business services, Health & Social work and Banking and Finance. The impact of Media City in Salford is likely to boost opportunities in the creative, digital and media sectors in NE Cheshire.

iv) a population which is more highly skilled and more entrepreneurial than the regional average, with the strongest concentrations in the former Macclesfield and Congleton Districts.

v) the presence of Manchester Metropolitan University (MMU), and three OfStEd ‘Outstanding’ Further Education Colleges (South Cheshire, Reaseheath and Macclesfield), and the close proximity and relationships with Keele and Manchester Universities, is a major asset in terms of skills development and knowledge transfer.

vi) regionally significant employment sites at Basford and Alderley Park

vii) a generally attractive living environment with attractive landscapes, market towns and villages, and homes which cater for not only local needs but meet the aspirations of highly skilled workers across the Manchester city region.

viii) a location which provides strong links by road and rail to Gtr Manchester, Chester & Cheshire West and the Potteries, as well as to national and international markets, with particularly good connections to Manchester International Airport, the West Midlands, London and the South East.

ix) a large proportion of people with high level skills and median earnings well above the NW average (as well as good accessibility to skilled workers in surrounding areas of Greater Manchester, the rest of the Cheshire and Warrington sub-region, and the Potteries).

x) Since EU enlargement, inflows of East European migrants, particularly to the Crewe area, have helped to bridge the gap between local labour demand and supply

xi) a quality of place which enables the sub-region to act also as a leisure and tourism destination for the region’s residents, and visitors from outside region. Major visitor attractions including the Peak District, Tatton Park, Stately Homes/Gardens, Jodrell Bank, river/canal network, and proximity to Manchester’s cultural/leisure facilities.

xii) as part of Cheshire East’s continuing role in providing for local and regional leisure demands, through developing and implementing sound strategies we will need to keep the visitor economy attractive and competitive, whilst better exploiting the area’s natural advantages and existing assets.

xiii) A strong agricultural sector which offers opportunities to foster the localisation of food production, reducing food miles to a minimum and contributing to food security, and increasingly adopts an environmental custodian role

3.12 However these strengths are balanced by a number of threats and problems:

i) the recession has led to uncertainty in the delivery of town centre redevelopment schemes in Macclesfield and Crewe. There is a risk of a less competitive retail and business environment compared with substantially completed schemes in neighbouring areas, especially Manchester.

ii) there is a heavy dependency on car-borne travel which will become increasingly unsustainable in a low-carbon world.

iii) economic success and high quality of life have come hand-in-hand with high house prices and affordability issues for the less well-off (although not in Crewe).

iv) An ageing population will increase the burden on public sercices and will be supported by decreasing numbers of working age people. The decline in young working age people will make it harder for employers to fill vacancies

v) The influx of EU migrants has put pressures on housing, public services and social cohesion. The recession has reduced inflows considerably but future growth in the local economy could see further inflows and a need to improve integration

vi) in parts of Cheshire East, the economy and productivity are now growing more slowly than other parts of the region.

vii) there remain significant pockets in the Borough which have high levels of deprivation, poorer educational attainment and low levels of enterprise, particularly in the former Crewe & Nantwich District.

viii)there is in many parts of Cheshire East poor connectivity between the places where people live and where they work, especially by public transport.

ix) the Borough produces higher than average levels of CO2 emissions in homes, workplaces and on the roads.

x) a significant number of both jobs and productivity depend on a relatively small number of large employers which may be prone to economic shocks.

xi) many employment land allocations are not immediately available, with significant amounts of investment needed to bring them forward for development. Cheshire East's Strategic Employment Land Assessment (under way as part of the LDF preparatory work) will provide detailed information on supply, demand and deliverability issues. The Congleton area in particular has low employment land take up rates, and investors perceive a lack of opportunity within the existing mix of land supply

xii) Cheshire East is particularly strong in several key sectors including automotive, financial & professional, pharmaceutical/ biotechnology and creative industries. Unfortunately, we are over-reliant on these and on a small number of major global companies that could be vulnerable in the future. We therefore need to support existing investment in these sectors to find ways both of nurturing existing investors and diversifying and exploiting their presence.

Moving from Recession to Recovery

3.13 Whilst unemployment rose significantly (in percentage terms) during 2008/09, the Cheshire East economy has weathered the recession well in comparison with other parts of the North West. This has been supported and facilitated by the Council's Recession Mitigation Task Group which has taken a cross cutting approach to delivery of Council services to business and the community, with a programme of counter recessionary measures in partnership with other business support agencies. Some key achievements for 2009/10 include:

- Successful launch of £1.3m Future Jobs Fund
- Take up of Business rate deferral scheme double the national average
- Retention of over £1m within the local economy through promotion of business rate relief
- Over 50 investment proposals for town centre enhancements
- Achieved target of £1m Council Tax, Housing, other state benefit take up
- Monthly business support events across the Borough

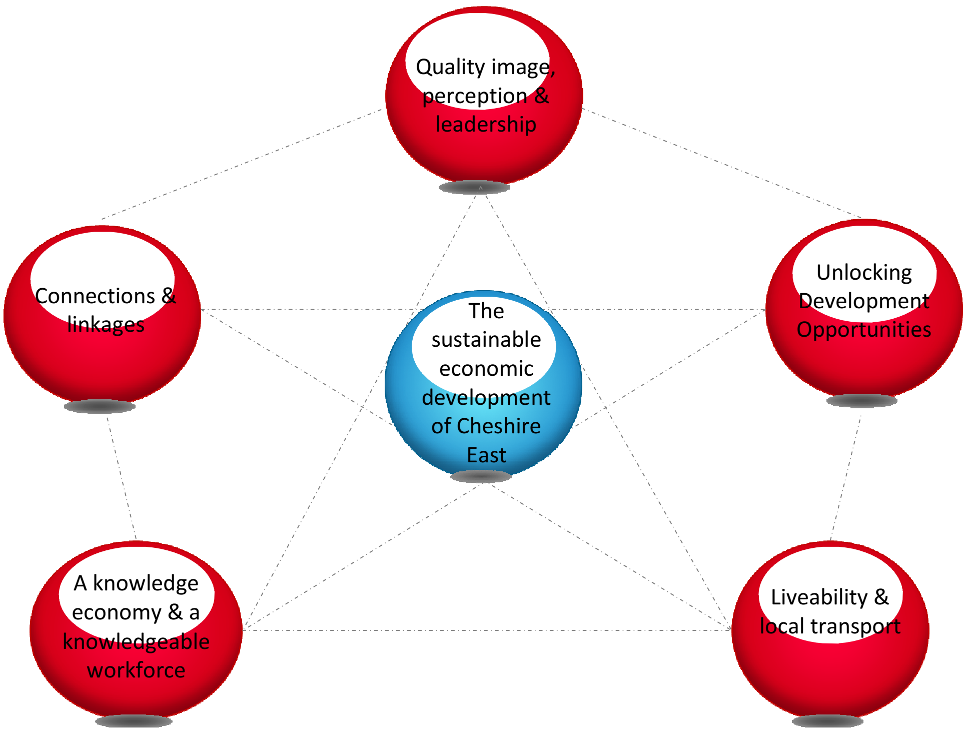
3.14 Additional funding has been secured for a further round of measures for 2010/11that will focus on the opportunities arising from the transition to economic recovery.

4.0 CHESHIRE EAST'S STRATEGIC OBJECTIVES AND PRIORITIES

Thematic objectives

4.1 To develop an Economic Development Strategy for Cheshire East, we need to step back and take a broad overview as to the key determinants of economic growth. The following **thematic** summary analysis has been undertaken in the development of the Crewe Vision by consultants SQW, but it would usefully apply to the whole of Cheshire East.

4.2 These strategic themes do not work isolation. They are mutually dependent – no one theme can be successful without the others, but there are also inherent conflicts and contradictions.



A knowledge economy and knowledgeable workforce

4.4 Our first objective is to ensure that Cheshire East maintains and enhances its role as a 'knowledge economy', through innovation in its businesses and skills development in its workforce.

4.5 To achieve this objective, our main priorities will include:

- Promote economic diversification across a range of business sectors, with a focus on future growth sectors.
- Retain and grow existing businesses already in the area.
- Stimulate the formation of new businesses.

- Attract new investment in growth sectors.
- Engage employers to develop their leadership and management skills and increase their commitment to raising the skills of their workforce
- Increase the resilience of the local economy by developing stronger links between economic priorities and further/higher education and by ensuring that businesses have easy access to effective business support and high quality skills provision
- Improve graduate retention in the area through enhanced links with Universities and employers, and addressing the needs and aspirations of graduates in terms of housing and other quality of life issues
- Provide employment opportunities for local people and adopt good employment and skills practice
- Make young people and adults work ready, addressing employability skills
- Improve the coordination, quality of, and access to employment and skills activities in the sub-region.

Connections & Linkages

4.6 Our second objective is to provide a better connected economy, through enhancing our existing transport connections to other areas, making the most of strategic location and assets.

4.7 At the same time, moving to a low carbon economy means we need to give people more choices about how and when and where they travel. Enhanced digital connectivity can reduce the need to travel, improve access to services (particularly in rural areas), and improve business productivity.

4.8 To achieve this objective, our main priorities will include:

- Actively seek and promote opportunities to implement next generation broadband speeds across Cheshire East.
- Improve public transport and locate jobs closer to homes in order to reduce carbon emissions, although it is recognised that there are significant challenges due to the rural nature of much of the Borough.
- Prioritised improvement of all railway stations, services and infrastructure and development of improved transport links and integration with the cities of Manchester and Liverpool.

Quality image, perception and leadership

4.9 Our third objective is to actively raise the profile of Cheshire East and 'sell' its undoubted assets and opportunities of the area, particularly to external investors, influencers, decision-makers and visitors.

4.10 To achieve this objective, our main priorities will include:

- Raise the ambition and aspirations of local people that live or work in Cheshire East

- Highlight our heritage as an asset that can stimulate future economic growth.
- Capture the drive of the leaders across our communities - across all sectors - to promote the area to people outside the area, changing their perceptions of it as a place to live, work, visit and invest.
- Ensure that the 'Cheshire East' products, such as its commercial sites, transport infrastructure and visitor attractions, are developed with a view to improving external perceptions.

Unlocking development opportunities

4.11 Our fourth objective is to facilitate economic growth through progressing schemes that will create jobs and improve the attractiveness of the area as a place to invest, live and visit.

4.12 To achieve this objective, our main priorities will include:

- Stimulating regeneration in our town centres, recognising the role that their retail, leisure and employment functions have, both in terms of economic development and cohesive communities.
- Actively work to bring forward strategic employment sites that are commercially attractive to investors, developers and occupiers.
- Support development of appropriate smaller employment sites
- Challenging loss of existing employment sites for other uses
- Ensure availability of a range of workspace for start-up and micro businesses that meets their needs in terms of location, cost, quality and flexibility.

Liveability, local transport and aspiration

4.13 Our fifth objective is to enable a first-class quality of life for all our communities. Confidence in an area makes a huge difference as both workers and businesses, particularly in the knowledge economy, look for environments that can offer a good quality of life. We need to ensure that Cheshire East will be known as a great place to live and work, with vibrant towns and villages, balanced, inclusive and sustainable communities, and enviable cultural, recreational and environmental assets.

4.14 To achieve this objective, our main priorities will include:

- inspire young people, raise their expectations and ambitions
- tackle localised deprivation
- improve areas of poor educational attainment
- reduce congestion and improving transport links between the towns in Cheshire East and rural settlements
- build on the educational assets of the area, including most of our schools and FE Colleges, and share good practice within Cheshire East

- build on the individual cultural, heritage and wider assets of all our towns that make the area an attractive place to live, work and visit.
- respond to the challenge of climate change, through mitigation and adaptation, but also seizing the economic opportunities that arise from it.
- Ensure an appropriate range and mix of housing is available to meet the needs of different parts of the existing and future labour market, whilst making sure our communities are sustainable and cohesive.

Spatial objectives

4.15 Reflecting an ambition to set out our priorities within a regional context (RS2010) and start delivering against local economic priorities, Cheshire East Council and our partners have already commenced the development of key plans for its three spatial priorities: Crewe, Macclesfield and its market towns.

4.16 This approach will work in an integrated way with our thematic objectives and priorities, reflecting local assets and opportunities.

4.17 In adopting this approach, we need to demonstrate the development of appropriate relationships on cross-border issues, particularly within the context of other towns in the sub-region, but also in relation to the economies of Greater Manchester, Merseyside, North Staffordshire, Shropshire and North Derbyshire.

Crewe

4.18 Crewe and its immediate hinterland of South Cheshire represents a nationally significant growth opportunity, in its role as a strategic gateway to the rest of the North West and to North Wales. The Crewe Vision strategy is nearing completion. This:

- identifies the role that the town should play in delivering economic growth for the local, sub-regional and regional economies
- sets out its own strategic framework and key actions in the short, medium and long-term as to how economic growth – and specifically population, jobs and GVA growth – will be delivered over the next 20 years.

4.19 The emerging objective is for Crewe to significantly increase its economic productivity. To realise this will require a more highly skilled workforce, an entrepreneurial business community and an improved infrastructure to underpin them. Most critically, it will need to be the focus for nationally significant levels of growth, building on its key assets including:

- its strategic rail and road connections
- its advanced engineering skills base
- its scope for growth in terms of development land

Macclesfield

4.20 As the main town in North East Cheshire, it's economy is closely intertwined with that of South Manchester, and enjoys the highest levels of GVA per head and household incomes in the sub-region. However, growth has slowed and the recession has hit the area hard, with unemployment rising much more sharply (albeit from a very low level) than in other parts of the North West or the UK.

4.21 Our objective is that Macclesfield and its hinterland sustain their current position as one of the most successful parts of the regional economy. Through the development of high quality public transport links it will expand its role as part of the Manchester City Region by improving accessibility to jobs and homes.

4.22 An Economic Master plan for Macclesfield is currently in development, which sets out to identify the role of the town within a regional, sub-regional and local context. In particular it will:

- help inform the development of the town centre, including revision to the proposed Wilson Bowden scheme
- identify development options and a delivery strategy for the South Macclesfield Development Area.
- Scope other opportunities for physical development and economic development initiatives in the town that can stimulate economic growth, whilst exploring the needs of the local community, evidence of demand for different facilities/uses, development opportunities and protection or enhancement of key assets

4.23 The Masterplan is expected to be completed in September 2010, and the resultant key actions will be incorporated into this strategy.

Sustainable Towns and Rural Areas

4.24 Cheshire East's smaller market towns and service centres play an important role in the local economy. Whilst, individually, they lack the scale and economic strength to have a major impact at regional level, through integrated economic development with larger towns as well as their rural hinterland, there is the potential to build on common strengths and their individuality to stimulate economic growth, and overcome disadvantage for the benefit of Cheshire East and the wider area. The hierarchy of towns and service centres will be defined in the LDF Core Strategy.

4.25 Many of our market towns and their rural hinterlands enjoy a relatively vibrant economy built upon distinctive local assets. But their viability continues to be threatened by poorly integrated development, lack of affordable housing, increasing levels of out-commuting and relatively poor access to amenities and services.

4.26 Cheshire East Council and its partners in the market towns are currently developing a 'Sustainable Towns Framework' which aims to be a catalyst in promoting renewed sustainable economic growth in these towns.

Appendix 1: Regional Strategy RS2010 Part 1 Priorities

Capitalise on the opportunities of moving to a low-carbon economy and address climate change by:

- positioning the region to take full advantage of the opportunities from low-carbon energy and technologies
- ensuring that the region understands and adapts to the implications of unavoidable climate change; and
- ensuring that all sectors, including housing, transport and industry, are considering the challenges and opportunities presented by climate change and developing low-carbon, resource-efficient solutions and alternatives.

Build on our sources of international competitive advantage and regional distinctiveness by:

- developing our strengths in internationally competitive sectors in nuclear, advanced manufacturing, biomedical, digital and creative, chemicals and automotive;
- strengthening our concentration of knowledge based assets driven by our universities and science and innovation base;
- improving our international connectivity through the Liverpool Superport, including John Lennon Airport, and Manchester Airport; and
- developing our world-class sporting/culture/quality of place offer and the attraction of Manchester, Liverpool, Chester and the Lake District as international destinations.

Release the potential of our people and tackle poverty by:

- increasing the potential of the workforce by improving employment opportunities, enterprise and skills;
- building on our strong tradition of social enterprise;
- regenerating areas with deep-seated economic and social challenges and building strong communities;
- tackling the serious challenges raised by social exclusion, deprivation, ill health and inequality; and
- addressing the implications of demographic change for our workforce and services.

Ensure the right housing and infrastructure for sustainable growth by:

- securing high-quality housing in locations which support sustainable economic growth;
- ensuring high-quality digital connectivity to stimulate enterprise, improve service delivery and reduce the need to travel;
- improving internal connectivity through a sustainable transport infrastructure which better connects opportunity and need;
- developing the critical infrastructure the region needs to support sustainable economic growth; and
- developing the region's green infrastructure to provide economic, environmental and social benefits.

Appendix 2: Cheshire East Economic SWOT

Strengths	Weaknesses
• Strong GVA and employment growth in Crewe & Nantwich • High productivity in Macclesfield • Sectoral strengths: Pharmaceuticals (AstraZeneca), Motor Vehicles (Bentley), Computing Services, Financial Services, Logistics • Expertise in advanced engineering • Major employment sites: Alderley Park, Basford • Local residents very well-qualified (particularly in Macclesfield District) and skills gaps less prevalent in CE than elsewhere • Local colleges (Macclesfield, Reaseheath, South Cheshire) and MMU, and proximity of other institutions (Manchester universities and Keele) • Level of enterpreneurship: high business birth rates and densities in CE generally and Macclesfield District in particular. • High quality of life, particularly in Congleton and Macclesfield • Visitor attractions: Tatton Park, Peak District, Weaver Valley, gardens, Jodrell Bank • Transport links: Crewe Station, M6/M56 motorways	• Weak GVA growth and shortage of jobs in Congleton District • Decline in manufacturing base and major redundancies (AZ, Bentley, Bombardier) • Pockets of deprivation and worklessness, particularly in Crewe (but also Congleton, Macclesfield and Handforth) • Qualification levels relatively low in Crewe & Nantwich District • Negative image of Crewe (deters investors, businesses and visitors) • Limited HE provision • Business birth rates and densities below regional average in Crewe & Nantwich • Lack of cultural facilities (major football clubs, concert halls, theatres, cinemas, art galleries, etc), particularly compared to Manchester • Housing relatively unaffordable, particularly in Congleton and Macclesfield Districts • Housing and services relatively inaccessible in some (generally more rural) neighbourhoods • CO_2 emissions per head are high in Congleton and Macclesfield Districts • Road infrastructure in need of improvement and public transport provision is limited in some parts of the authority
Opportunities	**Threats**
• Economic growth in South Manchester and potential of Media City • Strong GVA growth expected in Communications, Pharmaceuticals, Health/ Social Work and Banking & Finance • Relocation of AstraZeneca's Charnwood/ Bristol operations to CE • Regeneration of Crewe and Macclesfield (funding permitting), particularly Basford, Crewe Station, University Quadrant and town centres. Weaver Valley and rural economic growth. • Innovation/ collaboration between businesses, FE/HE institutions, Jodrell Bank • Further potential of Middlewich and Sandbach as sites for industrial and distribution sector activity and development of Crewe's existing strength • Development of green economy and green technology (and use of advanced engineering skills in renewable energy schemes)	• Slow economic recovery or another downturn • Continued downsizing of major high value-added sectors • Future growth being over-reliant on low-value added sectors (e.g. retail) • Continued weak GVA growth of Stoke acting as brake on SE Cheshire economy • Growth constrained by capacity (supply of adequate commercial land premises and supply of housing) • Increasing pressure on transport network because of lack of recent investment and trend towards greater car usage • Youth unemployment and NEET rates remain high and more young people become economically and socially disengaged • Likely constraints on public sector funding for regeneration of Crewe

Agenda Item 7

CHESHIRE EAST COUNCIL

REPORT TO: ENVIRONMENT AND PROSPERITY SCRUTINY COMMITTEE

Date of Meeting:	8 June 2010
Report of:	Borough Solicitor
Subject/Title:	Work Programme update

1.0 Report Summary

1.1 To review items in the 2009/2010 Work Programme, to consider new items listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

2.1 That the Committee recommend a draft work programme for 2010/2011 to be subject to consultation with Cabinet.

3.0 Reasons for Recommendations

3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 Not applicable.

6.0 Policy Implications including

6.1 Not known at this stage.

7.0 Financial Implications for Transition Costs

7.1 None identified at the moment.

8.0 Financial Implications 2010/11 and beyond

8.1 Not known at this stage.

9.0 Legal Implications

9.1 None.

10.0 Risk Management

10.1 There are no identifiable risks.

11.0 Background and Options

11.1 Corporate Scrutiny Committee at its meeting held on 19 April 2010 approved a paper entitled 'Strengthening the Scrutiny Function' which proposed a more formal approach to the work programme setting process in 2010 to enable the views of Cabinet to be fed into the process. This approach was also considered and endorsed by the Scrutiny Chairs Group. The main aim of the new approach is to share work programmes with colleagues in Cabinet and Corporate Management Team (CMT) at the outset, so that Overview and Scrutiny becomes an integral part of the Corporate business planning process of the Council. Work programme items will subsequently be linked to relevant Corporate plan targets, and where appropriate, Performance Indicators and LAA targets.

11.2 It is intended that all emerging work programmes will be presented to Cabinet informally in June, and then each Committee will formally endorse its work programme before the summer recess.

11.3 This does not however preclude the committee from adding to or subtracting from the work programme during the year, nor does it affect the committee's powers to deal with call-ins, or items referred to it by Cabinet etc. However, care should be taken to ensure that there is sufficient leeway to allow for additional activities throughout the year.

11.4 The schedule attached, presents the work programme in a new format. This document will be updated when the final programme is formally approved at the next meeting, so that all the appropriate targets will be included within the schedule.

11.5.1 In reviewing the work programme, Members must pay close attention to the emerging Corporate Plan and Sustainable Communities Strategy. Both of these documents are currently in consultation stage and are expected to be adopted by Council in July.

11.6 The emerging Corporate Plan has 5 emerging strategic objectives which are:

- Cheshire East people empowered through local services and personal choice
- The growth and development of a sustainable Cheshire East
- Closing the gap for everyone in Cheshire East
- Enhancing our Cheshire East environment
- Being an excellent Council and working with others to deliver in Cheshire East

11.6 The draft Sustainable Communities Strategy ‘Ambition for All ‘has 7 Priorities for action:

- **Nurture strong communities**

  Give people a strong local voice
  Support the community to support itself
  Deliver services as locally as possible
  Ensure communities feel safe

- **Create conditions for business growth**

  Harness emerging growth opportunities
  Provide a leading broadband infrastructure
  Make the most of our tourism, heritage and natural assets
  Create a climate attractive to business investment

- **Unlock the potential of our towns**

  Regenerate Crewe
  Revitalise Macclesfield
  Deliver sustainable growth for our towns

- **Support our children and young people**

  Ensure good transitions and skills for the future
  Improve support and facilities for children and young people
  Strengthen the voice of children and young people
  Improve the health of children and young people

- **Ensure a sustainable future**

  Provide affordable and appropriate housing
  Encourage environmentally sustainable living
  Improve transport connections and accessible services
  Protect and enhance our heritage and countryside

- **Prepare for an increasingly older population**

  Help people stay fit and active for longer
  Improve care and support for those who need it

- **Drive out the causes of poor health**

  Target actions to reduce heart disease and cancer
  Tackle the impact of alcohol misuse on individuals and society
  Focus local actions on the wider determinants of health

11.7 Members must also have regard to the general criteria which should be applied to all potential items when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- Does the issue fall within a corporate priority
- Is the issue of key interest to the public
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation
- Is there a pattern of budgetary overspends
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service

11.8 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

.

12.0 ***Access to Information***

The background papers relating to this report can be inspected by contacting the report writer:

Name: Katie Smith
Designation: Senior Scrutiny Officer
Tel No: 01270 686465
Email: Katie.smith@cheshireeast.gov.uk

Environment and Prosperity Scrutiny Committee Work Programme – May 2010

Issue	Description/Comments	Suggested by	Portfolio Holder	Corporate Priority	Current Position	Date
Economic Development and Visitor Economy Strategies update	To receive an update on the interim strategy which would subsequently develop into a comprehensive Economic Development Strategy (EDS)	Portfolio Holder	Macrae	The growth and development of a sustainable Cheshire East	On target	8 June 2010
SEMMMS	To monitor the progress of the SEMMMS	Portfolio Holder	Macrae	The growth and development of a sustainable Cheshire East	On target	6 July 2010
Interim Affordable Housing Strategy. Tour of successful affordable rural housing schemes	The Committee received a briefing on 6 August 2009 regarding the Strategic housing Review. The Committee had significant concerns regarding affordable housing in rural areas and the impact of the recession.	Portfolio Holder	Macrae	The growth and development of a sustainable Cheshire East	Awaiting confirmation date for the completion of the draft strategy	6 July 2010 TBA
Winter Learning - Schools	The Committee considered this 'Winter Learning' on 17 May 2010 and decided to investigate the issues relating to schools at a later date.	CMT and Committee	Menlove	Enhancing our Cheshire East Environment. Being an excellent Council and working with others.	On target	6 July 2010

Environment and Prosperity Scrutiny Committee Work Programme – May 2010

Local Development Framework	To give consideration to the LDF prior to it being considered by Council on 22 July 2010	in accordance with the constitution	Brown/ Macrae	The growth and development of a sustainable Cheshire East	On target	6 July 2010
Affordable Warmth Strategy	The Committee received a briefing on 6 August 2009 regarding the Strategic Housing Review and requested to review all housing policies prior to Cabinet consideration	Committee	Macrae	The growth and development of a sustainable Cheshire East	On target	14 September 2010
Recycling Collection Methods	There are several systems in place for collecting recycling which need to be harmonised.	Committee	Menlove	Enhancing our Cheshire East Environment	This issue is being dealt with by a consultant. Therefore no need to establish a Task and Finish Panel	6 July 2010
Highway Maintenance Term Contract from 2011	This contract will be ending in 2011. The Committee hope to harmonise highway maintenance across the borough	Committee	Menlove	The growth and development of a sustainable Cheshire East	Task and Finish panel – Approved This issue is being dealt with by cabinet, delete from work programme	Ongoing
Grass verges and hedges	The Committee felt that the Borough's grass verges and hedges were overgrown	Committee	Menlove	Enhancing our Cheshire East Environment	On target	14 September 2010
Sustainable Towns Strategy	To receive regular updates on the redevelopment of areas within the borough	Portfolio Holder	Macrae	The growth and development of a sustainable Cheshire	On target	26 October 2010

(Snowhills)				East		
Audit Commission Housing Inspection	To give consideration to the findings of the Audit Commission Housing Inspection.	Portfolio Holder	Macrae	The growth and development of a sustainable Cheshire East	On target	23 November 2010
Planning Department	To review the computer systems, processes and culture.	Chairmen's Group	Macrae	Being an excellent Council and working with others	On target	Possible task and Finish Panel?

Possible Items to Monitor or consider at future Meetings

Carbon Reduction Commitment – Cllr Menlove
Performance Indicators – Street Cleansing – Cllr Menlove
Total Transport Update – Cllr Macrae/Menlove
Car Parking in Nantwich
Macclesfield Economic Assessment – Cllr Macrae
Future Development of Employment land at Parkgate, Knutsford – Cllr Macrae
Highway Assessment Management Plan and Network Management – Cllr Macrae
Crewe Crematorium – This is not considered to be a priority - delete from work programme?

Dates of Future Environment and Prosperity Scrutiny Committee Meetings

8 June 2010, 6 July 2010, 14 Sept 2010, 26 Oct 2010, 23 Nov 2010, 21 December 2010, 25 Jan 2011, 8 Feb 2011, 22 March 2011, 26 April 2011.

Dates of Future Cabinet Meetings

Environment and Prosperity Scrutiny Committee Work Programme – May 2010

20 April 2010, 18 May 2010, 14 June 2010, 19 July 2010, 16 Aug 2010, 20 Sept 2010, 18 Oct 2010, 15 Nov 2010, 6 Dec 2010, 20 Dec 2010, 17 Jan 2011, 14 Feb 2011, 14 March 2011, 11 April 2011.

Dates of Future Council Meetings

12 May 2010, 22 July 2010, 14 October 2010, 16 December 2010, 24 February 2011, 21 April 2011, 18 May 2011

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made
CE09/10-42 Amendments to Conservation Area Boundaries in Crewe and Nantwich	To endorse the amendments made to the boundaries of a number of conservation areas in the Crewe and Nantwich areas.	Cabinet	14 Jun 2010	Parish Councils and owners in the areas concerned.	John Nicholson, Strategic Director Places
CE09/10-43 Cheshire and Warrington Local Investment Plan	To approve the Local Investment Plan, outlining investment in developing the economic base, expanding and strengthening communities and meeting the growing housing needs in the sub region, prior to submission to the Sub Regional Enterprise Commission.	Cabinet	14 Jun 2010	Document is out for consultation with the Homes and Communities Agency, Registered Social Landlords, Economic Development and Spatial Planning.	John Nicholson, Strategic Director Places
CE09/10-44 Review of Home Improvement Agency Services	To consider the future provision of home improvement agency services.	Cabinet	19 Jul 2010	Service commissioners, current home improvement agency services.	John Weeks, Strategic Director People

This page is intentionally left blank