

## Cabinet Agenda

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**Date:** Tuesday, 14th March, 2017  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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

It should be noted that Part 1 items of Cabinet meetings are webcast and the recording of the webcast will remain available for public viewing on the Council's website.

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

1. **Apologies for Absence**
2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

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

In accordance with Procedure Rules Nos.11 and 35 a period of 10 minutes is allocated for members of the public to address the meeting on any matter relevant to the work of the body in question. Individual members of the public may speak for up to 5 minutes but the Chairman or person presiding will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers. Members of the public are not required to give notice to use this facility. However, as a matter of courtesy, a period of 24 hours' notice is encouraged.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given.

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Please contact Paul Mountford, Executive Democratic Services Officer  
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4. **Questions to Cabinet Members**

A period of 20 minutes is allocated for questions to be put to Cabinet Members by members of the Council. Notice of questions need not be given in advance of the meeting. Questions must relate to the powers, duties or responsibilities of the Cabinet. Questions put to Cabinet Members must relate to their portfolio responsibilities.

The Leader will determine how Cabinet question time should be allocated where there are a number of Members wishing to ask questions. Where a question relates to a matter which appears on the agenda, the Leader may allow the question to be asked at the beginning of consideration of that item.

5. **Minutes of Previous Meeting** (Pages 3 - 18)

To approve the minutes of the meeting held on 7<sup>th</sup> February 2017.

6. **Available Walking Routes to Schools - Progress Update**

*Progress Update to follow.*

7. **Notice of Motion - Space for Cycling** (Pages 19 - 22)

To consider the motion.

8. **Cycling Strategy for Cheshire East** (Pages 23 - 94)

To consider a report on Cheshire East Council's Cycling Strategy.

9. **Transfer of Former Manchester Metropolitan University (MMU) Campus in Alsager with Associated Sporting Facilities** (Pages 95 - 148)

To consider a report on the transfer of the former Manchester Metropolitan University Campus in Alsager.

10. **Reassurance Project** (Pages 149 - 156)

To consider a report on the outcome of work to provide assurance that the wellbeing of staff is aligned to best practice and organisational values.

11. **Connecting Communities - Connected to Services - Initial Outcomes of Delivering Differently in Macclesfield** (Pages 157 - 168)

To consider a report on some of the work done to connect services to communities.

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Cabinet**  
held on Tuesday, 7th February, 2017 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor Rachel Bailey (Chairman)  
Councillor D Brown (Vice-Chairman)

Councillors A Arnold, P Bates, J Clowes, L Durham, J P Findlow, P Groves  
and D Stockton

**Members in Attendance**

Councillors Chris Andrew, Rhoda Bailey, G Baxendale, S Corcoran, S Edgar,  
D Flude, G Hayes, A Moran, B Moran, B Walmsley, L Wardlaw and G Williams

**Officers in Attendance**

Mike Suarez, Peter Bates, Frank Jordan, Dan Dickinson, Andrew Ross, Jacky  
Forster, Steph Cordon and Paul Mountford

**Apologies**

Councillor S Gardiner

The Chairman announced that an urgent report would be considered later in the meeting relating to 'Early Years Capital Fund – 30 Hours Childcare'. The Chairman was satisfied that the matter was urgent and should be considered at the meeting. The Chairman of the relevant overview and scrutiny committee had also been consulted and had agreed that the matter should be considered and that the requirements relating to prior consultation and call-in should be waived in accordance with the urgency procedures set out in the Constitution.. The item would be dealt with after Item 17.

**89 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**90 PUBLIC SPEAKING TIME/OPEN SESSION**

Carolyn Lowe of Sandbach Town Council asked that savings achieved from the closure of the Arclid household waste recycling centre be removed from the 2017 budget, with appropriate savings being made elsewhere, to enable alternatives to the closure of the site to be considered before a decision on the site was made.

The Portfolio Holder for Regeneration responded that this had been considered at a meeting the previous day and that the specific proposals put forward by the Town Council would be submitted to Ansa to see if any

savings could be made, although it was not clear that the income generated would be sufficient. He also pointed out that there were a number of other household waste recycling centres within five miles of the majority of the residents of Sandbach.

Jonathan Shaw of Cheshire East UNISON referred to a proposal in the pre-budget consultation report to save £5 million pounds from the Council's workforce budget across the three key directorates, which would see further service restructures and staffing reductions. He also commented that the pre-budget report and the Corporate Plan used the phrase 'focus on what matters'. He asked the Chairman to confirm 'who or what exactly mattered now in Cheshire East', and why such vital information that would affect services and undoubtedly staff was 'buried' on page 107 of the pre-budget report.

The Chairman responded that she was clear that Cheshire East Council was focussed on delivering quality services fairly and equitably to meet the needs of its local residents and that the strength and resilience of its local communities and the prosperity of its residents was of the highest importance. None of this could be achieved without the talent, commitment and expertise of the Council's staff. She expressed disappointment at the perception that the proposed savings had been 'buried' within the budget consultation report and was satisfied that with the support of the Finance Team the budget proposals had come forward in a timely manner with consultation, consideration and scrutiny as well as staff engagement. She also referred to page 109 of the pre-budget report which showed an estimated spend of an additional £10.5M over the next three years to meet pay and pension increases for staff. Finally, she said that the Council would engage with all affected staff and their representatives on any proposed changes to staffing structures or terms and conditions.

The Portfolio Holder for Corporate Policy and Legal Services, referring to the Workforce Strategy, said that the proposed savings would be achieved through a combination of a reduction in consultancy and agency requirements and core staffing costs, alongside increased productivity and further workforce initiatives which would be done in consultation with staff and their representatives. He added that if it became necessary to impact on staff directly in order to meet the budgetary savings, the Council would make use of the turnover factor.

Dot Flint, Chairman of Town Partnerships, spoke about the work of the partnerships and the benefits they achieved for their local communities. She also outlined some of the projects with which some of the town partnerships were involved. Supporting information on the work of the partnerships was circulated at the meeting. She mentioned that at present, the partnerships received funding from Cheshire East Council on an annual basis. She asked if Cheshire East Council would consider three year funding to provide stability in the partnerships and enable them to plan for the future.

The Portfolio Holder for Communities and Health replied that he would speak on the matter when the related report on the agenda was considered.

At the conclusion of public speaking time, the Chairman thanked the speakers for attending the meeting and taking part.

### 91 QUESTIONS TO CABINET MEMBERS

Councillor S Corcoran referred to a proposal in the budget report to close the squash courts at Sandbach Leisure Centre to extend the gym facilities before the renewal of the arrangements with the school. He asked how the consultation responses to this proposal had been taken into consideration, since the proposals remained unchanged.

The Portfolio Holder for Communities and Health replied that all responses to consultation were taken seriously but that different respondents had different views and preferences, and it was necessary to consider the matter in the round. The Deputy Leader and Portfolio Holder for Highways and Infrastructure added that from the work that the Everybody Sport and Recreation Trust had done there was a better use for the squash courts for residents.

Councillor Corcoran also referred to the possibility of the Council facing judicial review if it was found to have predetermined a matter which was the subject of public consultation. In this respect, he made specific reference to the consultation on the Arclid waste site where all four options involved the closure of the site.

The Chairman replied that the final decision on the budget proposals rested with full Council and not the Cabinet. The Portfolio Holder for Regeneration added his assurance that no predetermination had taken place with regard to the Arclid site and that any objections received during the consultation period would be taken into account and a decision would be taken at full Council.

Councillor A Moran referred to the inclusion within the overall Council tax increase of a 3% precept specifically for adult social care and commented that this would be inadequate to deal with the demand for such care. He asked Cabinet to agree with him that care for the elderly was a national issue and that the Government should provide adequate funds.

The Portfolio Holder for Finance and Assets replied that he understood that the Government had ruled out the setting up of a Royal Commission or an independent commission to look at the funding of the NHS and adult social care in the long term as it believed there was already sufficient funding available to the NHS and local authorities to meet current need. The Portfolio Holder for Adult Care and Integration added that the Government was looking at work done by the Kings Fund relating to national insurance but that those kinds of solutions would take time. She acknowledged that the Council tax contribution would not meet all

the needs of adult social care but she felt that Cheshire East was in a better position than other authorities and she was confident that there would not be a deterioration in the services that it offered to adults and older people with care needs.

### 92 MINUTES OF PREVIOUS MEETING

#### RESOLVED

That the minutes of the meeting held on 17<sup>th</sup> January 2017 be approved as a correct record.

### 93 CONNECTED COMMUNITIES - CONNECTED TO NEIGHBOURHOODS

Cabinet considered a report which set out in detail the ambition of the Council's Connected to Neighbourhoods theme which was part of its Connected Communities Strategy agreed by Cabinet on 6<sup>th</sup> December 2016. Each theme within the Strategy was programmed to come to Cabinet over the next few months and would aim to demonstrate the Council's commitment to joint working with local communities.

#### RESOLVED

That Cabinet

1. approves the approach to Connecting Neighbourhoods set out in the report as part of the Council's Connected Communities Strategy;
2. delegates authority to the Head of Communities, in consultation with the Portfolio Holder for Communities and Health, to award grant funding between the Town Partnerships from a maximum fund of £72,000 per annum with the Town Partnerships for 3 years from April 2017; and
3. delegates authority to the Head of Communities, in consultation with the Portfolio Holder for Communities and Health, to agree grant funding up to £14,213 with the Cheshire Association of Local Councils for 2017/18.

### 94 2016/17 THIRD QUARTER REVIEW OF PERFORMANCE

Cabinet considered a report on how the Council was managing resources to provide value for money for its residents during 2016/17.

Annex 1 to the report set out details of how the Council was performing in 2016/17 and was structured into three sections:

- Section 1 Summary of Council Performance
- Section 2 Financial Stability
- Section 3 Workforce Development

The Portfolio Holder for Finance and Assets reported that the Corporate Overview and Scrutiny Committee at its meeting on 2<sup>nd</sup> February 2017 had resolved to receive and note the report.

### **RESOLVED**

That Cabinet

1. notes the third quarter review of 2016/17 performance in relation to the following:

- the summary of performance against the Council's 6 Residents First Outcomes (Section 1 of the report);
- the projected service revenue and capital outturn positions, overall financial stability of the Council, and the impact on the Council's reserves position (Section 2);
- the delivery of the overall capital programme (Section 2, paragraphs 158 to 168 and Appendix 4);
- fully funded supplementary capital estimates and virements up to £250,000 approved in accordance with Finance Procedure Rules (Appendix 5);
- changes to Capital Budgets made in accordance with the Finance Procedure Rules (Appendix 7);
- treasury management investments and performance (Appendix 8);
- management of invoiced debt (Appendix 10);
- use of earmarked reserves (Appendix 11);
- update on workforce development and staffing (Section 3).

2. approves:

- a Supplementary Capital Estimate of £300,000 for Hough Bridge and virement to Tatton Vision as detailed in Appendix 6; and
- the allocation of additional grant funding totalling £14,000, as shown in Appendix 9.

95 **THE COUNCIL'S CORPORATE PLAN AND MEDIUM TERM FINANCIAL STRATEGY 2017/20**

Cabinet considered the Corporate Plan and Medium Term Financial Strategy for Cheshire East Council for the years 2017/18 to 2019/20.

The report set out how the Council would approach the financial challenges over the medium term and forecast a balanced budget in each of the three years from 2017/18 to 2019/20.

The report summarised the resolutions that Cabinet was requested to recommend to Council at Appendix A.

The Medium Term Financial Strategy (MTFS) Report (containing the Budget) for the period 2017/18 to 2019/20 was set out at Appendix D. The document was the result of the Business Planning Process led by the Council from May 2016 to February 2017, which included regular review from the Council's scrutiny committees. The process had also involved engagement with local people and organisations. Details of how the process was managed were included in Appendix D, Annex 2 and a summary of the results was provided in Appendix C.

The Portfolio Holder for Finance and Assets reported that the Corporate Overview and Scrutiny Committee at its meeting on 2<sup>nd</sup> February 2017 had resolved to receive and note the report, and had requested the Chief Operating Officer to produce a summary public document which showed how the budget consultation feedback had been reflected in the final recommended budget proposals to Council.

**RESOLVED**

That Cabinet

1. recommends to Council the items at Appendix A to the report; and
2. notes:
  - (a) the summary results of the Budget Consultation, attached at Appendix C and the Budget Engagement exercise undertaken by the Council, as set out in the attached (Appendix D, Annex 2);
  - (b) the comments of the Council's Chief Operating Officer (Section 151 Officer), contained within the MTFS Report, regarding the robustness of estimates and level of reserves held by the Council based on these budget proposals (Appendix D, Comment from the Chief Operating Officer);
  - (c) the risk assessment detailed in the MTFS Report (Appendix D, Annex 5);

- (d) that the estimates and profiling contained within the proposed Capital Programme 2017/18 to 2019/20 reflect the scale of ambition and future investment plans of the Council. The programme may vary to take advantage of external funding opportunities, maximise private sector investment, prudential borrowing considerations, operational capacity and to ensure optimal delivery of the overall programme (Appendix D, Annex 12); and
- (e) that projects will be robustly governed through the Executive Monitoring Board. The Council's Finance Procedure Rules will always apply should any changes in spending requirements be identified (Appendix D, Annex 12).

**96 TREASURY MANAGEMENT STRATEGY AND MRP STATEMENT 2017/18**

Cabinet considered a report on the Council's Treasury Management Strategy and Minimum Revenue Provision Statement for 2017/18.

The key elements of the strategy for 2017/18 were for the Council to:

- Retain capital financing costs within an affordable limit of c.£14m.
- Not enter into any additional long term borrowing in 2017/18.
- Take an appropriate approach to risk if short term loans were required, by only borrowing from lenders identified in the strategy.
- Maintain security of investments by only using counterparties detailed in the strategy.
- Support a flexible approach to treasury management that could react to opportunities and market conditions to maximise effectiveness, whilst protecting the public funds managed within the strategy.

The Treasury Management Strategy set out in Appendix A to the report had also been reported to the Audit and Governance Committee on 8<sup>th</sup> December 2016 for scrutiny purposes.

**RESOLVED**

That Cabinet recommends to Council the approval of the Treasury Management Strategy and the MRP Statement for 2017/18 as set out at Appendix A to the report.

**97 POYNTON RELIEF ROAD - PROCUREMENT STRATEGY**

Cabinet considered a report on the options available to the Council to procure a contractor to deliver the Poynton Relief Road.

The report and the attached Annex A set out the options available to the Council to procure a contractor to deliver the project and recommended a preferred procurement strategy.

**RESOLVED**

That Cabinet

1. approves the use of the Restricted Procedure for the procurement of the contractor through a NEC3 Option A Priced Contract with Activity Schedule with Contractor Design (Design and Build contract);
2. approves the publication of the OJEU (Official Journal of the European Union) contract notice and all tender documentation prior to the commencement of the CPO Public Inquiry;
3. authorises the Executive Director of Place to shortlist potential contractors following the return of the Stage One Selection Questionnaire documents;
4. approves that Ringway-Jacobs prepares the initial suite of contract and tender documents;
5. agrees that the procurement of the tie in connection design of the proposed new road to the A6MARR is undertaken by Stockport Metropolitan Borough Council who are joint promoters of the Poynton Relief Road proposal;
6. authorises the Director of Legal Services to procure additional legal support to approve the contract documents prior to their publication;
7. notes that following receipt of final tenders with price; a further authorisation from Cabinet will be sought prior to the award of any contract; and
8. notes the findings of the Poynton Relief Road Procurement Workshop Summary Report – attached as Annex A.

**98 POYNTON RELIEF ROAD - STATUTORY PROCESS**

Cabinet considered a report on the anticipated cost of the Poynton Relief Road and the funding required. The report also sought approval in principle to the underwriting of any funding gap.

**RESOLVED**

That Cabinet

1. notes the latest total scheme cost estimate of £38,019,000;
2. notes the existing provisional Government Department of Transport (DfT) funding allocation of £22m to the scheme and the processes required to achieve that funding;

3. notes the £2m held by the Greater Manchester Combined Authority;
4. notes the maximum resultant funding gap of £14,019,000 which will reduce, as a result of developer contributions the council is able to achieve;
5. notes the estimated timeline of when the scheme funding is required at Table 1(a) and at Annex A together with the current funding source and shortfall (Table 1(b));
6. approves the underwriting, in principle, of any necessary gap funding required to deliver the proposed new relief road;
7. authorises the Executive Director of Place, in consultation with the Director of Legal Services, to negotiate and enter into agreements with key land owners or developers with a view to increasing certainty, as far as is practicable at this stage, as to the level of land owner / developer contributions anticipated as development comes on line;
8. authorises the Director of Legal Services in consultation with the Portfolio Holder to finalise the terms of a funding agreement with Stockport Council and / or the Greater Manchester combined authority to provide funding of up to £3.5m towards the Poynton Relief Road, including works to adjust the design of the A6 MARR scheme to facilitate the delivery of Poynton Relief Road;
9. approves that, as part of the agreement with Stockport Council and / or the Greater Manchester Combined Authority, the works to adjust the design of the A6 MARR scheme, namely capacity improvements to the A34/A555 roundabout and the A555/ A5102 Woodford Road westbound on-slip road are undertaken whilst the A6 MARR scheme is on site and in advance of the delivery of Poynton Relief Road;
10. approves that, as part of the agreement with Stockport Council and / or the Greater Manchester Combined Authority, the works to resurface the existing section of the A555 are undertaken whilst the A6 MARR scheme is on site and in advance of the Poynton Relief Road;
11. authorises the Head of Strategic Infrastructure to negotiate and agree the cost estimate of these works; and
12. authorises the Executive Director of Place in discussions with neighbouring authorities, to seek developer contributions to the scheme from development proposals in neighbouring planning authority areas.

**99 BUS SERVICE REVIEW PROJECT - STATEMENT OF METHODOLOGY**

Cabinet considered a report on the proposed methodology to complete a Borough-wide review of the need for supported local bus services in Cheshire East.

The Portfolio Holder for Highways and Infrastructure commented that the membership of the Project Board referred to in the report had not yet been decided but that all members would be informed once the membership had been established.

**RESOLVED**

That Cabinet

1. endorses the proposed technical methodology as a suitable evidence base to inform the Council's bus services review;
2. notes that a Project Board has been established which includes representation from relevant Directorates of the Council and Transport Service Solutions Ltd, in order to provide direction and oversight of the work programme;
3. notes that the outcomes of the work programme will be reported to Cabinet later in 2017 for a decision on the proposed changes to supported bus routes to go out to public consultation; and
4. an update report be submitted to the next meeting.

**100 CULTURAL FRAMEWORK**

Cabinet considered a report which presented the Cultural Framework as a key pillar in delivering the Council's strategic priority of 'Quality of Place'.

The Council's role was to enable the economy, communities and places of Cheshire East to benefit from engagement with culture. The Cultural Framework set out at Appendix 1 to the report was designed to help achieve this and to be widely used by the Council, its partners, national agencies, stakeholders, and organisations and individuals in the cultural sector.

**RESOLVED**

That Cabinet

1. adopts the Cultural Framework 2017-2020 for implementation from April 2017;

2. delegates commissioning decisions (which shall include applying for and accepting grant funding) made within the Framework, to the Head of Rural and Cultural Economy in consultation with the Portfolio Holder with responsibility for Culture, to be agreed on an annual basis and as required, in line with the Constitution; and
3. welcomes the development of a Cultural Forum under the leadership of Cheshire East Council.

101        **THE NORTHERN GATEWAY PARTNERSHIP AND GROWTH STRATEGY**

Cabinet considered a progress report on the work of the Northern Gateway Partnership. It sought Cabinet endorsement of proposed additional work to define a cross-border Growth Strategy for the region which sought to develop a vision of how partners could maximise the potential growth and increased connectivity resulting from HS2.

The report also included a governance structure for the Partnership in which Cheshire East Council would play a fundamental role, not only in acting as accountable body for the Partnership and for the Cheshire and Warrington Local Enterprise Partnership (LEP), but also in providing programme management support to drive the development of the Growth Strategy over the coming months and to inform the development of delivery proposals which would be brought to Cabinet for consideration at a future date.

Councillor G Baxendale as Chairman of the Audit and Governance Committee commented on the draft governance statement within the report and the need to adhere to the Council's commitment to openness and transparency.

At the Chairman's invitation, the Chief Executive advised that it was important for all to understand that at the heart of this was a commitment to quality of place and a planning-led approach to development and economic growth. The partnership approach would ensure that the region as a whole would benefit. Public governance with elected representatives along with openness and transparency would be key to achieving accountability to the constituent local authorities and their residents.

**RESOLVED**

That Cabinet

1. notes the progress made by the Northern Gateway Partnership to date and to approve the proposed future work programme to further develop the regional Growth Strategy for the Northern Gateway Development Zone;
2. endorses the emerging Vision for the Partnership;

3. requests a report back to Cabinet on the final Growth Strategy and proposed delivery arrangements;
4. approves Cheshire East Council's financial contribution to supporting the Partnership;
5. approves that Cheshire East Council, as accountable body for the Cheshire and Warrington LEP and the Partnership, receive and administer the new funding allocation of £625,000 from Department of Communities and Local Government to fund further development of the regional Growth Strategy;
6. endorses Cheshire East Council's role within the Governance structure as proposed by the Northern Gateway Board (Appendix A to the report);
7. authorises the Leader, in consultation with the Chief Executive, Chief Operating Officer and Director of Legal Services, (and Portfolio Holders – Regeneration and Assets and Finance), to enter into a formal Collaboration Agreement for the Northern Gateway, in accordance with the draft Heads of Terms at Appendix B;
8. authorises the Executive Director Place to proceed with procuring consultants, negotiating contracts, authorising spending and associated responsibilities in continuing development of the regional Growth Strategy, for and on behalf of the Partnership, in accordance with the proposed governance arrangements; and
9. authorises the Director of Legal Services (in consultation with the Executive Director Place) to approve and execute all legal documentation he considers necessary to give effect to the above.

102      **CONNECTING CHESHIRE - DIGITAL 2020 PROGRAMME**

Cabinet considered a report on a three year programme of work to enhance access to digital technology for small and medium-sized enterprises and residents in the Cheshire and Warrington Local Enterprise Partnership area.

**RESOLVED**

That Cabinet

1. delegates authority to the Executive Director for Place to apply for external grant funds for the schemes within in the Digital 2020 Programme and to enter into all necessary grant, and grant related, procurements and award of contracts to deliver the 3 strands of the Digital 2020 Programme as set out in Section 1.3;

2. appoints the Executive Director of Place, or his nominee, as the Council's Nominated Officer on the Connecting Cheshire Partnership's Project Board and SRO of the Project and to delegate all decision making in relation to the Connecting Cheshire Partnership and the Digital 2020 programme to the Executive Director of Place;
3. approves the use of any In-fill monies from Connecting Cheshire Contract 1, for the Digital 2020 Programme;
4. approves the entering into of a Collaboration Agreement and Inter Partner Finance Protocol between Cheshire East, Cheshire West and Warrington Borough Council;
5. authorises the Director of Legal Services to enter into any necessary legal documentation to give effect to the above recommendations; and
6. approves that following a detailed assessment of the complex financial, operational, governance risks and mitigation posed for the Council and its partners in delivering this project, final approval to start the programme be delegated to the Executive Director Place in consultation with the Deputy Leader and the Portfolio Holder for Corporate Policy and Legal Services.

103      **REVIEW OF 2017/18 SCHOOLS FUNDING FORMULA**

Cabinet considered a report setting out the proposed local schools funding formula for 2017/18 for approval following consideration of the options by the Cheshire East Schools Forum.

**RESOLVED**

That the proposed options for the schools funding formula for 2017/18 be approved, the key changes relating to:

- Increasing the Growth Fund by £225,000 to £500,000.
- Reducing Low Cost, High Incidence funding in order to re-direct funds to targeted SEN support.
- Changing the deprivation rates following a national change in the banding of pupils.
- Removing the Looked After Children element – given it is a small amount of funding and not material when allocated to schools.

104      **EARLY YEARS NATIONAL FUNDING FORMULA**

Cabinet considered a report seeking approval to amend the funding to schools, private, voluntary and independent sector providers of the free early education entitlement for 2, 3 and 4 year olds in accordance with revised Government guidance.

**RESOLVED**

That Cabinet approves the formula set out in Appendix 1(a) to the report (93% pass through) for implementation from 1<sup>st</sup> April 2017 and Appendix 1(b) (95% pass through) for implementation from 1<sup>st</sup> April 2018.

105      **EARLY YEARS CAPITAL FUND - 30 HOURS CHILDCARE**

The Chairman was of the opinion that this matter was urgent and could not await a later meeting. The Chairman of the relevant overview and scrutiny committee had also been consulted and had agreed that the matter was urgent and that the call-in provisions should be waived.

The report proposed the acceptance of capital funding from the Education Funding Agency on behalf of a private day nursery to deliver 30 hours free childcare for working parents of 3 and 4 year olds from September 2017.

The DfE required an urgent decision so that the money could be paid in the current financial year.

**RESOLVED**

That Cabinet accepts the offer of £494,437.50 capital funding from the Education Funding Agency to redevelop Oaklands Dean Day Nursery, Dean Row, Wilmslow for the purpose of delivering the extended free early education entitlement for working families from September 2017.

106      **EQUALITY AND DIVERSITY STRATEGY 2017- 2020**

Cabinet considered a report on the Equality and Diversity Strategy for 2017- 2020. The Strategy replaced the Council's Equality Inclusion Policy (2012) and provided a framework to help the Council achieve its equality vision, by improving its equality performance and by responding to the needs of all the people of Cheshire East. The Portfolio Holder for Corporate Policy and Legal Services commented that a member champion for this area could be appointed if desired.

**RESOLVED**

That

1. the Equality and Diversity Strategy 2017-2020 for Cheshire East be approved and adopted as the Council's framework for achieving its equality and diversity vision (Appendix 1 to the report);
2. the five equality objectives presented within the Equality and Diversity Strategy 2017-2020 as set out below be approved:
  - *Strengthen our knowledge and understanding of our communities*
  - *Listen, involve and respond to our communities effectively*

- *Improve the diversity and skills of our workforce to ensure equality of representation at all levels across the organisation*
  - *Demonstrate a positive culture with strong leadership and organisational commitment to excellence in improving equality outcomes, both within the council and amongst partners.*
  - *Ensure that the Council's services are responsive to different needs and treat service users with dignity and respect.*
3. the Chief Operating Officer report annually to the Corporate Overview and Scrutiny Committee on progress made against delivering these objectives, and the report be published annually on the Council's website.

The meeting commenced at 2.00 pm and concluded at 4.30 pm

Councillor Rachel Bailey (Chairman)

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## Cheshire East Council

### Cabinet

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<b>Date of Meeting:</b>	14 <sup>th</sup> March 2017
<b>Report of:</b>	Frank Jordan, Executive Director – Place
<b>Subject/Title:</b>	Notice of Motion – Space for Cycling
<b>Portfolio Holder:</b>	Cllr David Brown, Highways & infrastructure Portfolio Holder

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#### 1. Report Summary

- 1.1. The purpose of this report is to consider and respond to the following motion which had been proposed by Councillor S Corcoran and seconded by Councillor H Murray at the Council meeting on 15 December 2016 and referred to Cabinet for consideration
- 1.2. *“This Council supports the Space for Cycling process promoted by Cycling UK and commits to providing the funding to implement its cycling policy effectively.”*

#### 2. Recommendation

- 2.1. Cabinet is recommended to support the motion (as stated in 1.2 above) noting that the aims of the ‘Space for Cycling’ campaign are consistent with the objectives of the new Cheshire East Council Cycling Strategy, which is being presented, in full, to Cabinet today for adoption.

#### 3. Other Options Considered

- 3.1. The option of not agreeing the motion was considered. As the aims of the ‘Space for Cycling’ campaign align well with the objectives of the Cycling Strategy, the opportunity to support a national campaign will demonstrate commitment to Cheshire East’s vision for cycling – “to enable more people to cycle safer, more often and with confidence for everyday and leisure journeys.” Any decision not to support Space for Cycling could be perceived as indicating a lack of commitment to the Council’s new Cycling Strategy. Therefore this option is not recommended.

#### 4. Reasons for Recommendation

- 4.1. Space for Cycling is a national campaign promoted by Cycling UK with the aim to create conditions for far greater participation in cycling as a means of travel. They have devised a three-point plan for councils to sign up to:
- **Plan** – Plan a full network of cycle-friendly routes that allow people of all ages and abilities to cycle
  - **Invest** – Actively seek the funding to implement the network and invest a minimum of 5% of the local transport budget in cycling
  - **Build** – Build the network using the most up-to-date high quality design standards
- 4.2. The new Cycling Strategy for Cheshire East contains very similar aims and objectives to those outlined by Cycling UK in their Space for Cycling Campaign. The similarities of the two strategies are presented below
- 4.3. **Plan:** The cycling strategy outlines that effective cycle networks are critical to the successful development of a 'cycle friendly environment'. The strategy sets out an ambitious vision for high quality strategic cycle routes which will provide the spine of a network with connects communities. The network, in conjunction with local routes, will connect residents and visitors alike to jobs, skills, schools, services and leisure opportunities.
- 4.4. The strategy also includes an aspirational route map which has been developed through consultation workshops with local cycling community groups across the borough. Local 'Town Cycling Plans' are also being developed by local cycling groups who have an in-depth knowledge and expertise of their area. The Council are offering support and reviewing function to ensure these plans are robust and aligned with wider policies.
- 4.5. **Invest:** The cycling strategy acknowledges that funding is key to achieving a step change in cycling. Main funding sources comprise, Local Transport Plan Budget, Local Growth Fund, developer contributions and ad hoc dedicated funding from the Department of Transport schemes.
- 4.6. The funding streams for cycling in Cheshire East in 17 / 18 comprise:
- 4.6.1. The Local Transport Plan has allocated 8.5% of the integrated transport block towards Active Travel.
  - 4.6.2. Cheshire East has secured a share of £5 million allocated to Cheshire & Warrington to improve cycle routes which link key housing and employment development sites
  - 4.6.3. Council funding of £500,000 has been arranged to match funding secured through Local Growth Fund.

4.6.4. Bikeability has secured a grant of £612,445 up to March 2020.

4.7. **Build:** The Cycling Strategy sets out key priorities and actions for creating high quality cycle routes. High quality means that infrastructure addresses the five main requirements as set out in the Sustrans Design Manual, these being; Cohesion, Directness, Safety, Comfort and Attractiveness.

4.8. The Cycling Strategy also provides a 'cycle-proofing tool-kit which is an easy reference checklist for developers, consultants and officers involved in the planning, design and auditing of new developments to provide improved environment for cycling

## **5. Background/Chronology**

5.1. At Council, on 15 December 2016, Cllr Sam Corcoran proposed a motion that was seconded by Councillor H Murray that; "this Council supports the Space for Cycling process promoted by Cycling UK and commits to providing the funding to implement its cycling policy effectively." It was resolved that the motion stand referred to Cabinet.

5.2. The new Cheshire East Cycling Strategy is to be reported to Cabinet for approval at the meeting on 14<sup>th</sup> March 2017. Members are referred to the published papers for this meeting as background information related to this motion.

## **6. Wards Affected and Local Ward Members**

6.1. All Cheshire East Wards.

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

7.1.1. As outlined in the Cycling Strategy for Cheshire East report.

### **7.2. Legal Implications**

7.2.1. As outlined in the Cycling Strategy for Cheshire East report.

### **7.3. Financial Implications**

7.3.1. As outlined in the Cycling Strategy for Cheshire East report

### **7.4. Equality Implications**

7.4.1. As outlined in the Cycling Strategy for Cheshire East report

### **7.5. Rural Community Implications**

7.5.1 As outlined in the Cycling Strategy for Cheshire East report

**7.6. Human Resources Implications**

7.6.1. As outlined in the Cycling Strategy for Cheshire East report.

**7.7. Public Health Implications**

7.7.1. As outlined in the Cycling Strategy for Cheshire East report

**7.8. Implications for Children and Young People**

7.8.1. As outlined in the Cycling Strategy for Cheshire East report

**8. Risk Management**

8.1. As outlined in the Cycling Strategy for Cheshire East report

**9. Access to Information/Bibliography**

9.1. Link to the campaign for Space for Cycling

[http://www.cyclinguk.org/sites/default/files/space\\_for\\_cycling\\_guide\\_for\\_decision\\_makers.pdf](http://www.cyclinguk.org/sites/default/files/space_for_cycling_guide_for_decision_makers.pdf)

**10. Contact Information**

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# Cheshire East Council

## Cabinet

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<b>Date of Meeting:</b>	14 <sup>th</sup> March 2017
<b>Report of:</b>	Frank Jordan, Executive Director – Place
<b>Subject/Title:</b>	Cycling Strategy for Cheshire East
<b>Portfolio Holder:</b>	Cllr David Brown – Highways & Infrastructure

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### 1. Report Summary

- 1.1. The purpose of this report is to present Cheshire East Council's Cycling Strategy to Cabinet. The strategy sets out the vision for cycling within the Borough and provides a strategic framework that can shape policy, planning and design decisions.

**Our Vision for Cycling in Cheshire East:**

“To enable more people to cycle safer, more often and with confidence for everyday and leisure journeys.”

- 1.2. The strategy covers the period 2017 – 2027. It sets out a plan for guiding investment. The strategy aims to achieve an ambitious target of doubling the number of people in Cheshire East who cycle, at least once a week, for any journey purpose by 2027.
- 1.3. In adopting the strategy now, there is an opportunity to capitalise on increased public awareness and interest in cycling resulting from the hugely successful Tour of Britain. This includes development of a legacy, as detailed in the “Tour of Britain 2016 – Initial Evaluation” report.
- 1.4. The strategy demonstrates how a network of high quality strategic cycle routes, connecting key growth areas and local communities, can be developed. A map has been prepared to illustrate the conceptual strategic cycle network, which will shape the Council's future infrastructure programme for cycling. This network connects all principal towns and key growth areas, whilst enabling access to leisure opportunities and Cheshire's natural environment.
- 1.5. The Cycling Strategy supports the ‘Quality of Place’ concept which deals with the quality of the built and natural environment, its interaction with the

people living in the area, the ability of individuals to make a life there and the vibrancy of the area and its culture.

- 1.6. This document is relevant to a number of the Council's services including Infrastructure & Highways, Planning, Public Health, Regeneration & Growth, Public Rights of Way and Leisure & Tourism. During development of the strategy there has been engagement with Council officers across these disciplines, ensuring that different teams have helped to shape the strategy and have a strong understanding of their role in the delivery.
- 1.7. External stakeholders including Cheshire Constabulary, Cheshire Fire & Rescue Service and Sustrans (National Cycling Charity) also contributed to the strategy. Local cycle groups have also actively participated in the process through attendance at seminars and stakeholder meetings, which has been extremely valuable.
- 1.8. A draft cycling strategy was published in July 2015. Public consultation on this document sought the views of all residents, cyclists and non-cyclists. Almost 1,000 people responded to the consultation stating that their greatest concern about cycling is safety. This mirrors wider surveys in the UK, which have found safety concerns are a major impediment to increasing levels of cycling. Therefore, the objective is to create high quality cycling facilities that enable people to feel safer when making cycle journeys.

## **2. Recommendation**

- 2.1. Cabinet is recommended to agree the vision and objectives as set out in the Cycling Strategy (Appendix 1). Upon this agreement, the document will be adopted as a part of the Council's transport strategy framework.
- 2.2. Authorise the Executive Director of Place, in consultation with the Highways & Infrastructure Portfolio Holder, to finalise the Executive Summary of the strategy as a shortened public facing document (Appendix 2).

## **3. Other Options Considered**

- 3.1. In March 2016, when the Government launched their draft 'Cycling & Walking Investment Strategy', it was considered that walking also be included in the Cheshire East Cycling Strategy. This approach was discounted as it was considered that the addition of a walking theme would bring limited benefit to the development of the Borough's Cycling Strategy and to do so would detract from a document that needed to focus on the importance of delivering an ambitious step change in cycling throughout Cheshire East.

## **4. Reasons for Recommendation**

- 4.1. Cheshire East Council continues to invest in cycling and this ambitious strategy has been produced to provide a framework to guide future

investment in cycling, working collaboratively with partner organisations and local cycling groups.

- 4.2. Cycling can also help meet the needs of the Council's Corporate Plan outcomes with a particular focus on *"making Cheshire East a green and sustainable place"*, *"enabling people to live well and for longer"* and ensuring *"Cheshire East has a strong and resilient economy"*.
- 4.3. Due to the current challenging and complex funding climate, this strategy aims to establish a clear programme of cycle improvements for which funding can be sought from a variety of sources. It must also be acknowledged that the Council cannot achieve a step change in cycling and the objectives of this strategy without significant input from partners, not least in terms of funding for implementing schemes.
- 4.4. Funding allocated to Cheshire East from central Government is limited and reducing. In terms of funding to improve cycle routes, the Local Transport Plan budget has reduced by approx. 50% and the main source of potential funds is the Local Growth Fund, accessed through competitive bidding in conjunction with the Cheshire and Warrington Local Enterprise Partnership.
- 4.5. There are also other funding sources including developer contributions and potentially ad hoc dedicated funding for cycling from the Department for Transport through schemes such as the Access Fund.
- 4.6. Due to the challenging and complex funding climate outlined above, this strategy therefore aims to establish a clear programme of cycle improvements for which funding can be sought from a variety of sources. In addition to providing a long term framework for investment, this Cycling Strategy will assist in the preparation of bids to ad hoc funding sources by demonstrating the Council's commitment to promoting cycling.
- 4.7. The benefits of increasing the levels of cycling are well recognised and wide ranging for communities, the public sector and businesses. Cycling can contribute to the delivery of a number of Cheshire East aims including economic growth, healthier communities and an improved environment.
- 4.8. Through consultation with internal and external partners and a review of base evidence/policies, the following objectives and key next steps have been developed (see table below).

Objective		Next Step
Objective 1	Create and maintain safe, attractive, cohesive, direct and adaptable networks and infrastructure	Plan and deliver high quality cycling infrastructure that forms cohesive routes on strategic corridors and local routes – see Chapter 7
Objective 2	Ensure cycling is integrated with other transport modes, transport networks, the public realm and new developments	
Objective 3	Ensure high quality facilities are in place to support people who cycle and that will attract people to live and work in the area	
Objective 4	Use targeted cycle promotion, education and training	Work with partners and community to foster a strong and supportive cycling culture – see Chapter 8
Objective 5	Integrate and align policies, procedures and practices to encourage cycling	Continue co-ordination and integration of CEC and partner delivery of cycling improvements – see Chapter 9
Objective 6	Deliver cycle-friendly infrastructure in partnership with the community, officers and organisations of Cheshire East	Deliver cycling improvements where possible through Local Transport Plan programme and secure external funding – see Chapter 10

- 4.9. Achievement of Objective 1 ‘create and maintain safe, attractive, cohesive, direct and adaptable networks and infrastructure’ will underpin all other aspects of the strategy. Local consultation and national surveys show fear of cycling with motorised vehicles as a key barrier, particularly for those who do not cycle at present. To achieve a step change in the levels of people cycling in Cheshire East, there is a clear need to provide joined-up high quality cycle routes which address these concerns.

## 5. Background/Chronology

- 5.1. In 2014 and 2015, the Council hosted a series of seminars to discuss the way forward for cycling across the Borough. The seminars were well attended by cyclists from across the Borough with a significant level of enthusiasm to see the cycling agenda progressed more vigorously within Cheshire East, including in the planning process and ‘cycle-proofing’ new development proposals.
- 5.2. The development of a draft cycling strategy was approved in January 2015 and in July 2015, the draft cycling strategy was launched [www.cheshireeast.gov.uk/highways\\_and\\_roads/cycling\\_in\\_cheshire\\_east/consultation-on-the-cycling-strategy-for-cheshire-east.aspx](http://www.cheshireeast.gov.uk/highways_and_roads/cycling_in_cheshire_east/consultation-on-the-cycling-strategy-for-cheshire-east.aspx)
- 5.3. Between 14th July and 14th September 2015, Cheshire East Council consulted residents, cyclists, and other stakeholders, on the draft version of the strategy. The aim was to gain feedback on the draft strategy and to help

shape the final version. A large majority of respondents (89%) agreed the vision of the strategy is good, with just 5% disagreeing.

- 5.4. Internal working groups were held with the relevant Council services including Infrastructure & Highways, Planning, Public Health, Regeneration & Growth, Public Rights of Way and Leisure & Tourism. In developing the strategy, there has been a period of engagement with Council officers including interviews, workshops and meetings. This has ensured that a wide range of teams have helped to shape the strategy and understand their role in the delivery.
- 5.5. External stakeholders including Cheshire Constabulary, Cheshire Fire & Rescue Service and Sustrans also contributed to the strategy development. Local cycle groups have also been actively engaged in the process through attendance at seminars and stakeholder meetings, which has been extremely valuable.

## **6. Wards Affected and Local Ward Members**

- 6.1. All Cheshire East Wards.

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

- 7.1.1. The Community Infrastructure Levy (CIL) policy, which is currently being developed, will examine ways of securing funding that can be used to expand the strategic cycle network across the Borough.
- 7.1.2. The Local Plan Strategy Part 2 will be the opportunity to cross-reference the vision and objectives of the Cycling Strategy with the Local Plan Strategy.
- 7.1.3. The Cycling Strategy will support a number of corporate objectives including those relating to health, the environment and supporting economic growth.

### **7.2. Legal Implications**

- 7.2.1. There are no legal implications in this strategy.

### **7.3. Financial Implications**

- 7.3.1. Key to delivering significant improvements to cycling in Cheshire East will be leveraging in external funding sources and below are some potential future funding opportunities:
  - Further Section 106 / CIL funding to be secured through local developments.

- As part of the Growth Deal process, a bid has been submitted through the Cheshire and Warrington Local Enterprise Partnership for £2.67 million capital funding to construct five new high quality cycle routes.
- A further bid has also been submitted to secure £1 million revenue funding from the Department for Transport (DfT) for delivering cycle and walking schemes for a 3 year period.
- Other major infrastructure projects can also deliver improvements for cycling. Examples include Crewe Green Link Road and the A6 to Manchester Airport Relief Road scheme which is delivering a parallel cycle route and mitigation measures in the Disley area.

### 7.4. Equality Implications

7.4.1. Everybody Sport and Recreation run a disability inclusion programme where cyclists can learn to ride using disability bikes.

### 7.5. Rural Community Implications

7.5.1. The challenge of ensuring that rural communities can access the cycle network has been addressed in the Cycling Strategy and it is recognised that urban and rural areas require different approaches.

### 7.6. Human Resources Implications

7.6.1. There are no human resource implications.

### 7.7. Public Health Implications

7.7.1. The Public Health England '**Everybody Active, Every Day**' (22) strategy recognises that walking and cycling are good for our physical and mental health and the many ways the built and natural environment impacts on the choices people are able to make. It emphasises that by developing 'active environments', through thoughtful urban design and creating transportation systems that promote walking and cycling, we can help to create active, healthier, and more liveable communities.

7.7.2. The benefits of cycling are well recognised and outlined in the strategy, including:

- Actively promoting healthier travel options in the workplace can reduce absenteeism by up to 20%.
- Increased walking and cycling in urban England and Wales could save the NHS approximately £17bn (2010 prices) within 20 years because of its impact on diseases associated with physical inactivity.
- Motorised vehicles are a contributor to poor air quality which affects health levels.

## 7.8. Implications for Children and Young People

7.8.1. Creating a safer network of cycle routes across the Borough is key in encouraging young people to ride. In 2015/16 the Bikeability programme trained 5,055 young people and funding has been secured from the Government for the programme up to 2020.

7.8.2. Incorporating physical activity into a child's daily routine is a good way to promote a healthy and more active lifestyle. There are additional health benefits of cycling including: blood pressure control; bone, muscle and joint health; reduced risk of diabetes; and improved psychological wellbeing.

## 8. Risk Management

8.1. The Cycling Strategy sets out an ambitious plan for delivering a step change in cycling. However, this cannot be achieved without significant input from partners, not least in terms of funding for implementing schemes. If funding is not forthcoming then expectations will need to be managed to reduce the reputational risk to the Council.

## 9. Access to Information/Bibliography

9.1. All links to external documents are included within the Cycling Strategy (see Appendix 1).

## 10. Contact Information

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# Cycling Strategy

A vision for the future in Cheshire East

2017-2027



## Foreword

I am delighted to launch Cheshire East Council's Cycling Strategy. This document demonstrates how we intend to deliver a high quality cycle network so that users of all abilities will be able to travel around the borough and will help us put cycling on the map in Cheshire East.

I must first thank our local cycling groups for showing such enthusiasm and commitment to cycling and for their assistance in the development of this document. We have consulted widely and almost 1,000 residents responded to our online survey, the majority saying that they strongly support the aims of our strategy. However, we also note that respondents stated their concern about safety on the roads is a barrier to people getting on their bikes.

That is why our strategy sets out an ambitious vision for a network of high quality strategic cycle routes which connect local communities and key growth areas, whilst also giving access to leisure opportunities and Cheshire East's natural environment.

The strategy includes a map of existing, planned and aspirational strategic cycling routes that link the local towns of Cheshire East. Our strategic routes are not exclusive and we aim to work in conjunction with local town and parish councils on developing local routes that connect residents and visitors to jobs, skills, services and leisure opportunities. I would encourage all town and parish councils to think about how best they can incorporate cycling into their local area, possibly as part of their Neighbourhood Plan, as a way of building a sustainable network for cyclists.

Our Local Plan strategy highlights the need to reduce car use and encourage people to adopt more sustainable travel habits. With the significant growth planned for Cheshire East, it is vital that we ensure that new developments are linked to essential services with safe and pleasant routes. Through the commitment outlined in this strategy, we will ensure that new developments must demonstrate that they can create good connectivity and build the infrastructure that will encourage people to adopt sustainable modes of travel.

I must say that summer 2016 was an exceptional year for increasing the profile of cycling and interest in this mode of travel has grown considerably, influenced no

doubt by the hugely successful stage three of the Tour of Britain in Cheshire East, when over 300,000 residents and visitors lined the streets of our towns and villages.

I look forward to seeing cycling grow so that more people can travel safer and with confidence for everyday and leisure journeys.

**Councillor David Brown,**

**Deputy Leader of the Council; Highways & Infrastructure Portfolio Holder**



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## 1 Introduction

- 1.1 Cheshire East Council continues to invest in cycling and we have produced this ambitious strategy to provide a framework to guide future investment in cycling, working collaboratively with partner organisations and local cycling groups.
- 1.2 This strategy which covers the period 2017 – 2027 sets out a plan for guiding investment with an ambitious target of doubling the number of people cycling once per week for any journey purpose in Cheshire East by 2027 from a 2014 baseline.
- 1.3 It must also be acknowledged that the Council cannot achieve a step change in cycling and the objectives of this strategy without significant input from partners, not least in terms of funding for implementing schemes. Funding allocated to Cheshire East from central Government is limited and reducing. In terms of funding to improve cycle routes, the Local Transport Plan budget has reduced by approximately 50% and the main source of potential funds is the Local Growth Fund, accessed through competitive bidding in conjunction with the Cheshire and Warrington Local Enterprise Partnership.
- 1.4 There are also other funding sources including developer contributions and potentially ad hoc dedicated funding for cycling from the Department for Transport (DfT) through schemes such as the Access Fund.
- 1.5 Due to the challenging and complex funding climate outlined above, this strategy aims to establish a clear programme of cycle improvements for which funding can be sought from a variety of sources. In addition to providing a long term framework for investment, this Cycling Strategy will assist in the preparation of bids to ad hoc funding sources by demonstrating the Council's commitment to promoting cycling.
- 1.6 Cheshire East Council hosted a series of seminars to discuss the way forward for cycling across the Borough. The seminars were well attended by cyclists with a significant level of enthusiasm to see the cycling agenda progressed more vigorously within Cheshire East, including in the planning process and 'cycle-proofing' new development proposals.
- 1.7 This document is relevant to a broad range of Council departments including Strategic Infrastructure & Transport, Highways, Planning, Public Health, Regeneration, Public Rights of Way and Leisure & Tourism. In developing the strategy, there has been a period of engagement with Council officers including interviews, workshops and meetings. This has ensured that a wide range of teams have helped to shape the strategy and understand their role in the delivery.
- 1.8 External stakeholders including Cheshire Constabulary, Cheshire Fire & Rescue Service and Sustrans also contributed to the strategy development. Local cycle groups have also been actively engaged in the process through

attendance at seminars and stakeholder meetings, which has been extremely valuable.

- 1.9** A public consultation on the draft strategy was conducted to seek the views of residents both cyclists and non-cyclists on the draft strategy. The public consultation was promoted throughout the Borough. Chapter 4 outlines headline results.



- 1.10** The benefits of increasing the levels of cycling are well recognised and wide ranging for communities, the public sector and businesses, as outlined in the table below.

Table 1 Benefits of Cycling

<b>Economy</b>	
Cycling has a strategic role to play in enabling local economies to prosper	
Enabling housing and employment development growth through releasing valuable highway capacity to serve growth areas and existing development	A Cabinet Office study in 2009 estimated the annual costs of congestion in English urban areas at £11bn, rising to £34bn in 2025 (1)
A healthy and happy workforce a leads to reduced absenteeism and higher productivity	Actively promoting healthier travel options in the workplace can reduce absenteeism by up to 20% (2)
Cycle tourism represents a growing and valuable market which supports local trade and businesses	British Cycling estimated the national cycle tourism market was worth £1bn in 2012 (3)
<b>Health</b>	
Physical activity through cycling and active travel combats ill health	
Physical activity leads to a wide range of health and wellbeing benefits including reducing the risk of cancer and promoting mental wellbeing	Increased walking and cycling in urban England and Wales could save the NHS approximately £17bn (2010 prices) within 20 years because of its impact on diseases associated with physical inactivity (4)
<b>Environment</b>	
Cycling can address local and national environmental issues	
Replacing motorised vehicle journeys with cycling decreases the impact of transport on local air quality and noise	Motorised vehicles are a contributor to poor air quality which affects health (5)
Cycling can also play a key role in reducing carbon dioxide emissions, a contributory factor to climate change as noted by Intergovernmental Panel on Climate Change	The transport sector was responsible for 20% of the UK's greenhouse gas emissions in 2013 (6)
<b>Quality of life</b>	
Opportunities for leisure and everyday cycling provides good quality of life	
Accessibility to employment and everyday services	Enhanced access to employment opportunities and vital services, especially for those residents who do not own a car
Safe and accessible cycle routes provide valuable leisure opportunities for residents	Availability of routes enables residents to enjoy leisure activities
High quality urban/rural spaces associated with cycling and active travel infrastructure provide enhanced quality of life for residents	A recent study showed business leaders want office locations with good cycling access in order to attract skilled workers (2)

## National Policy

- 1.11** The Department for Transport have published a draft '**Cycling and Walking Investment Strategy**' (20) which sets the strategy for long-term transformational change and aims for a nation in which cycling and walking

are the natural choice for all people whatever their background for shorter journeys, or as part of a longer journey. A key funding source for the delivery of this strategy will be the new 'Access' fund for sustainable travel which builds on the legacy of the Local Sustainable Transport Fund and supports growth in cycling and walking, totalling £580 million (£80 million revenue and £500 million capital).

- 1.12** The UK Government '**Sporting Future: A New Strategy for an Active Nation**' (21) strategy considers which key measures are needed to encourage greater participation in sport. The strategy will be delivered alongside the broadening of Sport England's remit, providing the necessary resources to support activities around cycling and walking which had previously been an area that was restricted.
- 1.13** The Public Health England '**Everybody Active, Every Day**' (22) strategy recognises that walking and cycling are good for our physical and mental health and the many ways the built and natural environment impacts on the choices people are able to make. It emphasises that by developing 'active environments', through thoughtful urban design and creating transportation systems that promote walking and cycling, we can help to create active, healthier, and more liveable communities.

## Local and Regional Policy

- 1.14** Cycling in Cheshire East aligns with a number of parallel investment programmes and policies as outlined in local and regional policy documents; including:
- Cheshire East Council Local Transport Plan
  - Cheshire East Council Local Plan Strategy
  - Cheshire East Council Infrastructure Delivery Plan
  - Cheshire and Warrington Strategic Economic Plan
  - Joint Health and Wellbeing Strategy for the Population of Cheshire East 2014 - 2017
  - Cheshire East Council Rights of Way Improvement Plan
  - Wider Peak District Cycle Strategy
  - Neighbouring Local Authority Strategies
- 1.15** Cheshire East's current **Local Transport Plan (LTP)** sets out the policy for cycling which includes (7):
- Policy S8 Cycling: Work with stakeholders to improve facilities for cycling so that it is attractive for shorter journeys, and
  - Policy H2 Promotion of Active Travel and Healthy Activities: Work in partnership to promote walking, cycling and horse riding as active travel options and healthy activities

- 1.16** The LTP is due to be refreshed in 2017 and this Cycling Strategy will act as a supporting document.
- 1.17** Cheshire East Council has adopted the principles that relate to **Quality of Place** which is a measure that focuses on the connection of environment and place. It deals with the quality of the built and natural environment, its interaction with people living in the area, the ability of individuals to make a life there and the vibrancy of the area and its cultural.
- 1.18** The **Local Plan Strategy (LPS)** (8) consultation draft states the need to reduce car use and encourage people to adopt more sustainable travel habits. Significant growth is planned for Cheshire East as part of the emerging Local Plan with 36,000 new homes and approximately 31,000 jobs by 2030.
- 1.19** Policy CO of the LPS outlines the need to improve cyclist facilities so that cycling is attractive for shorter journeys, by;
- Creating safe and pleasant links for cyclists travelling around the Borough
  - Providing secure cycle parking facilities at new developments, at public transport hubs, town centres and community facilities;
  - Improving route signing
  - Working with community groups to develop local cycling initiatives and seek external funding to assist with the development of the local network; and
  - Supporting the priority for cyclists over single occupancy vehicles by making sure that in settlements, town centres and residential areas, the public realm environment reflects this priority whenever possible
- 1.20** Further to the Local Plan Strategy, the **Cheshire and Warrington Strategic Economic Plan (SEP)** (9) outlines an ambitious long term strategy to bring transformational change to Cheshire East's economy. The SEP notes local sustainable transport projects are needed to release space on the highway network to accommodate growth and provide accessibility to employment opportunities and key services.
- 1.21** The **Northern Gateway Development Zone** and **Science Corridor** are key strategic themes within the SEP which represent significant opportunities for growth. The Northern Gateway Development Zone programme of investment and regeneration would capitalise on the proposed High Speed 2 rail hub in Crewe and the area's strategic road network to deliver new jobs and homes, with the ultimate aim of revitalising the region's economy. The Science Corridor is an internal corridor of science and innovation including Alderley Park which is home to life science businesses. This area was designated as an 'Enterprise Zone' in the November 2015 Comprehensive Spending Review reflecting its strategic economic importance.

- 1.22** The **Cheshire East Joint Health and Wellbeing Strategy for the Population of Cheshire East 2014 – 2017** (10) sets out priorities for the period which are particularly relevant to this cycle strategy and the need to reduce physical inactivity, including ‘targeted prevention interventions to reduce children and young people’s obesity and ‘reducing the incidence of cardiovascular and cancer disease.
- 1.23** The **Cheshire East Rights of Way Improvement Plan 2011 – 2026** (11) includes Policy S8 which entails working with stakeholders to improve facilities for cycling so that it is attractive for shorter journeys.
- 1.24** Some 6% of the Peak District National Park lies within Cheshire East, representing an opportunity to build tourism and leisure cycling within the Borough. This strategy aligns with the **Wider Peak District Cycle Strategy** (12) in terms of aims, objectives and guiding principles.
- 1.25** Cheshire East borders a number of other local authorities which have their own strategies and policies in respect of transport and cycling. It will therefore be important to work in partnership to deliver consistent cycle routes between boundaries. Adjacent Local Authorities include Cheshire West and Chester, Stockport, Warrington, Manchester and Staffordshire.

## 2 Vision and Objectives

2.1 This strategy sets out a vision for cycling within Cheshire East and provides a framework for the period 2017 – 2027 that will be adopted when making policy, planning and design decisions.

**Our Vision for Cycling in Cheshire East:**  
 “To enable more people to cycle safer, more often and with confidence for everyday and leisure journeys.”

2.2 The aim is to provide a framework that provides cycling principles and a strategy for Council departments and partners to work together to get more people cycling. This strategy serves as a reference and policy document to enable a practical and co-ordinated approach to developing a *cycle-friendly environment* and a *cycle-friendly culture* within Cheshire East.

2.3 The objectives below have been developed through consultation workshops with internal and external partners:

<b>Objective 1</b>	Create and maintain safe, attractive, cohesive, direct and adaptable networks and infrastructure – see Chapter 4
<b>Objective 2</b>	Ensure cycling is integrated with other transport modes, transport networks, the public realm and new developments – see Chapter 4
<b>Objective 3</b>	Ensure high quality facilities are in place to support people who cycle and that will attract people to live and work in the area – see Chapter 4
<b>Objective 4</b>	Use targeted cycle promotion, education and training – see Chapter 5
<b>Objective 5</b>	Integrate and align policies, procedures and practices to encourage cycling – see Chapter 6
<b>Objective 6</b>	Deliver cycle-friendly infrastructure in partnership with the community, officers and organisations of Cheshire East – see Chapter 7

2.7 Each of these objectives are examined in turn and subsequent sections of this document set out baseline evidence, analysis, actions and targets to meet the above objectives and vision. The delivery plan which draws together actions, delivery partners and timescales can be viewed in Appendix A.

### 3 Setting the Scene – Baseline Position

3.1 Cheshire East has a strong culture of leisure cycling and a well-established network of local cycling groups. The topography of some of the Borough is perfect for cycling, comprising attractive market towns, picturesque countryside and an extensive network of quiet rural roads.

#### Networks and Routes

3.2 Cheshire East is served by more than 600km of National Cycle Network (NCN) routes and Regional Routes, however the majority of these routes are on-road (see Figure A). The existing cycle network is supplemented by an extensive Public Rights of Way (PROW) network, of which 154km is accessible by cycle ( See Figure B)

**Figure A Existing Cycle Network**

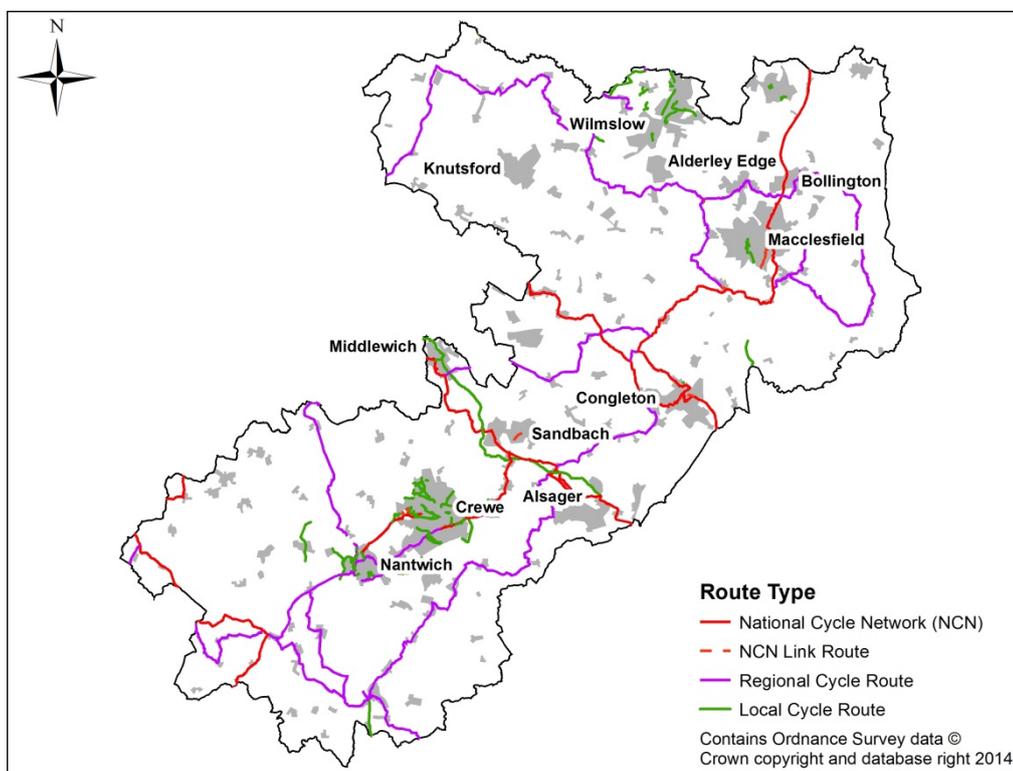
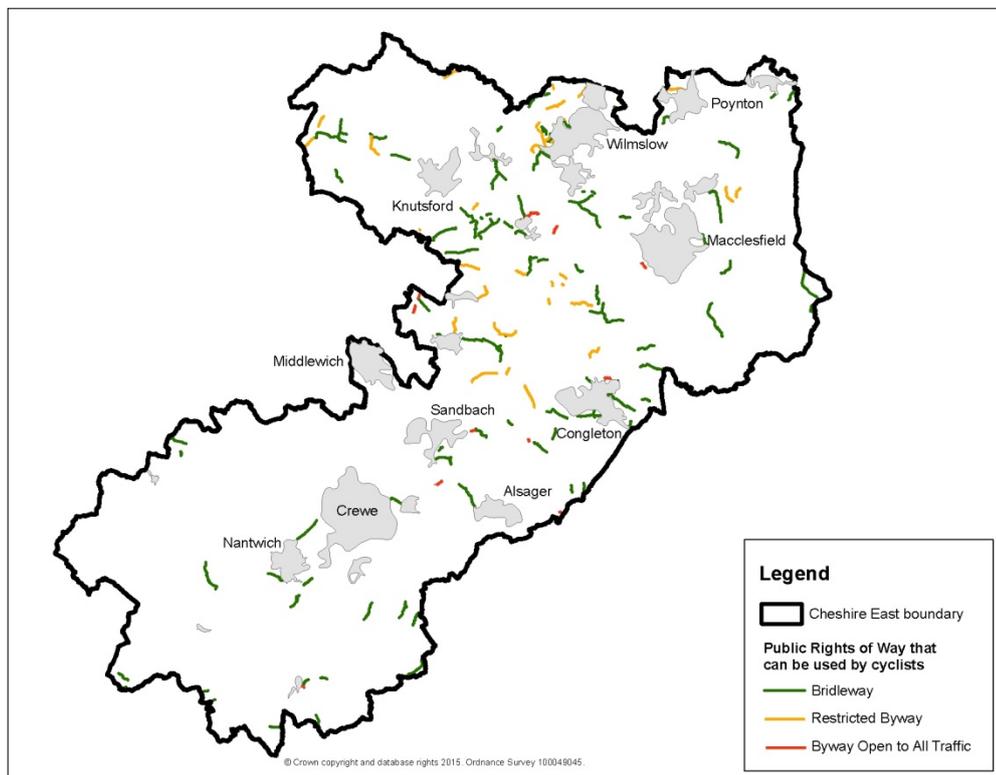


Figure B Existing Public Rights of Way Network Accessible to Cyclists



3.3 The principal NCN and promoted routes are listed in below.

#### National Cycle Network Routes

**The Cheshire Cycleway (RR70)** passes through some of Cheshire's finest scenery, avoids busy roads where possible and takes in various refreshment stops, accommodation and local attractions (282 km / 176 miles)

**Route 451 Wrenbury to Nantwich, Crewe and Sandbach** forms a link between Route 45 and Route 5.

**Route 551 Newcastle to Nantwich and Winsford** forms a ride to/from the Potteries.(26 km / 16 miles)

**Route 552 Market Drayton to Audlem and Nantwich** extends north-south through the southern part of Cheshire (25 km / 15miles).

**Route 75 Market Drayton to Winsford.** Running north-south through Cheshire (38km/ 22miles).

**Route 45 Whitchurch to Chester:** extends north-south via Wrenbury and the Peckforton Hills (56 km / 35 miles).

**Route 5 Chester to Kidsgrove.** (82 km/ 51 miles).

**Route 55 Congleton to Marple:** (40 km/ 25 miles).

**Route 452 Wettehall to Tarporley and Brassey Green** links routes 551 and 45. (10 km / 6 miles)

**Route 573 Congleton to Davenham** forms a link between Route 55 and Route 5. (28 km / 18miles).

- 3.4** A small number of off-road cycle routes exist within the Borough, such as the Middlewood Way and the Crewe to Nantwich Greenway developed as part of the Connect 2 initiative. Other sections of off-road cycling facilities have been constructed however ongoing work is required to connect sections.

**Connect 2 Crewe – Nantwich Greenway Cycle Route**

In March 2013 a major cycleway project linking Crewe and Nantwich was officially opened, providing a car -free cycle route between the two towns. The scheme cost £1.6m and was funded by Sustrans' Connect2 programme, delivered by Cheshire East Highways and supported by a Big Lottery Fund grant.

The project directly benefits Reaseheath College, Leighton Hospital and a number of major employers within the local area. Initial monitoring shows a 43% increase in cyclists, using the route, a 60% increase in pedestrians and a benefit to cost ratio of 4.0.

- 3.5** Part of the Borough also lies within the Peak District National Park, with opportunities for on road and mountain bike trail cycling. In particular, there are challenging and attractive on road routes such as the Cat and Fiddle and Mow Cop which could be promoted, drawing visitors to Macclesfield and Congleton.

**Baseline Usage**

- 3.6** Within the Borough cycling currently accounts for 2.6% of journeys to work, slightly below the national average (Table 2 ). This figure does however hide local variations, including some Census Output Areas such as Crewe where 6.1% of the population currently cycle as their main mode to work.

Figure C Travel to Work By Cycle (Output Areas)

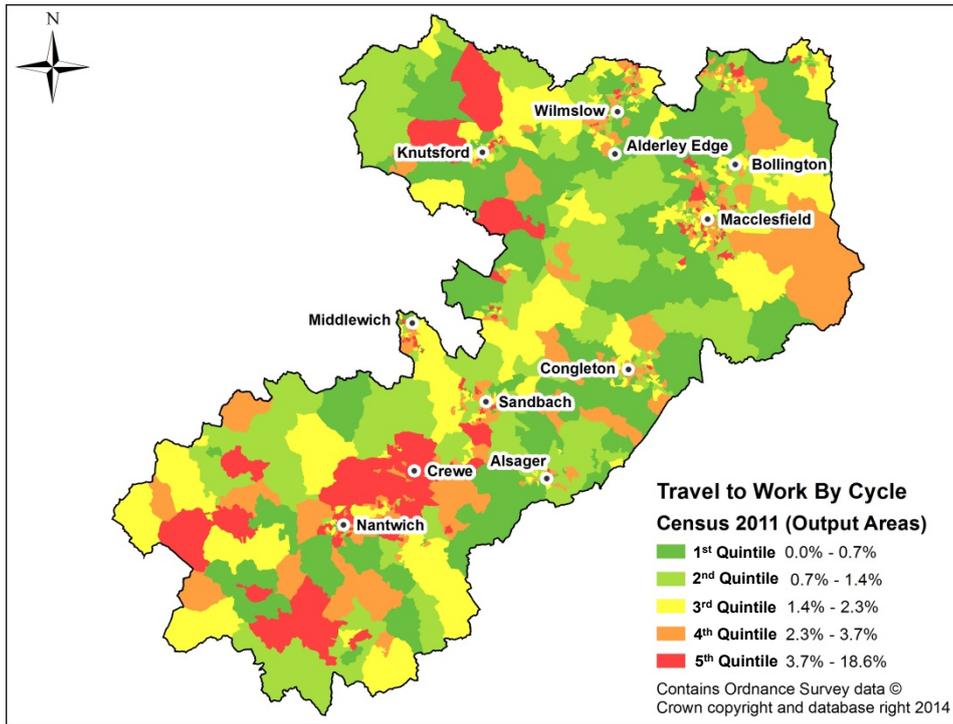
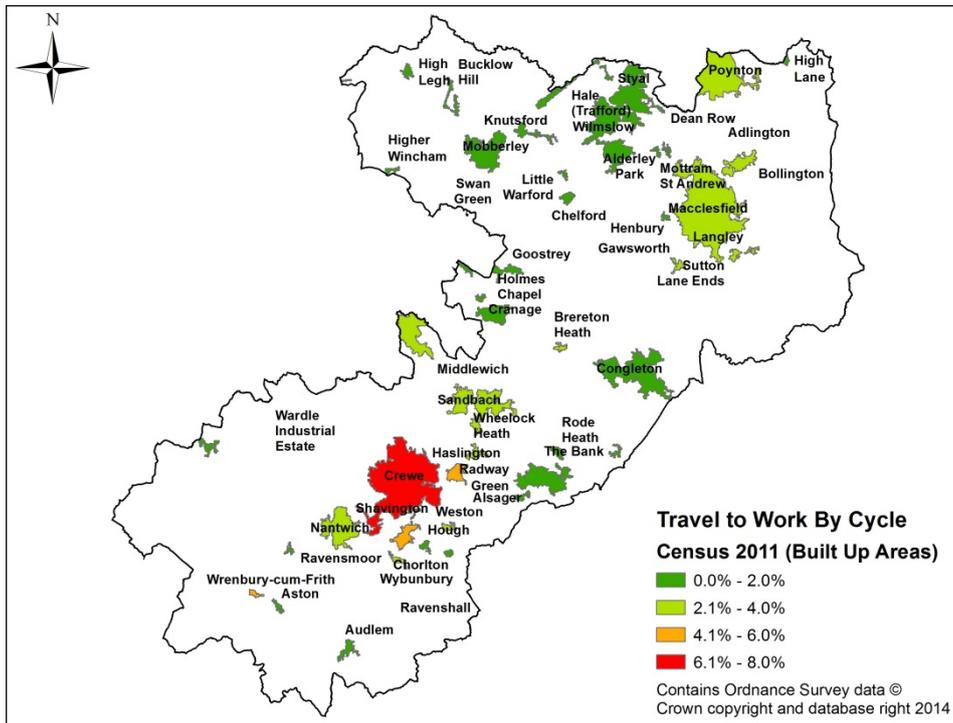


Figure D Travel to Work By Cycle (Built-Up Areas)



**Table 2 Proportion of Working Population Who Cycle by Settlement**

Selected Settlements	% Cycle
Crewe	6.1%
Shavington	4.1%
Nantwich	3.6%
Sandbach	2.4%
Middlewich	2.3%
Macclesfield	2.2%
Poynton	2.1%
Knutsford	1.9%
Wilmslow	1.6%
Congleton	1.6%
<b>Cheshire East Overall</b>	<b>2.6%</b>
<b>England &amp; Wales average</b>	<b>3.0%</b>

Source: Census 2011 (QS701EW by Built Up Area)

## Frequency

**3.7** Table 3 shows the proportion of residents who cycle (any length) at a given frequency in 2013/14. Although only 2.6% of Cheshire East residents stated they cycle to work as their main mode of travel, many more people cycle in the Borough when other journey purposes and more infrequent cycling are accounted for. The Active People Survey reported that 13.4% of residents cycle at least once per month for any journey purpose.

**Table 3 Proportion of residents who cycle (any length) at a given frequency 2013/14**

		1 x per month	1 x per week	3 x per week	5 x per week
<b>For any purpose</b>	Cheshire East	13.4	9.4	5.3	3.5
	England	15.0	9.5	4.4	2.5
<b>For utility purposes</b>	Cheshire East	7.3	6.4	2.4	1.4
	England	6.5	4.5	2.6	1.6
<b>For leisure purposes</b>	Cheshire East	9.2	5.5	1.9	0.6
	England	10.3	5.7	1.7	0.7

Source: Active People Survey 2015

- 3.8** In terms of monitoring, permanent counters and video sites have been located across Cheshire East. Table 4 shows the baseline data for 2015/16 with the number of cycle journeys by day through minimum, maximum and mean statistics for each site and in both directions.

**Table 4 Baseline monitoring data in 2015/16**

Site Number	Route	Min	Max	Average
1 (Permanent)	Connect2 Crewe to Nantwich Greenway, NCN	10	210	74
2 (Video)	A538 Altrincham Road, Wilmslow, NCN	20	65	34
3 (Video)	The Moor, Knutsford	78	139	93
4 (Permanent)	Middlewood Way, Macclesfield, NCN	19	200	104
5 (Video)	Poynton Public Footpath No. 30.	2	10	7
6 (Permanent)	Alderley Edge Bypass	2	83	26
7 (Video)	Sanderson Way, Middlewich	5	7	6
8 (Video)	Hind Heath Road, Sandbach	25	31	29
9 (Video)	Thames Close, Congleton	3	11	9
10 (Permanent)	Macon Way, Crewe	1	61	28
All Sites				41

## Consultation

- 3.9** Between 14th July and 14th September 2015, Cheshire East Council consulted residents, cyclists, and other stakeholders, on the draft version of this Cycling Strategy. The aim was to gain feedback on the draft strategy and understand public perceptions regarding cycling and priorities for investment.
- 3.10** The draft document was made available online with paper versions also available. Those who wished to could send their comments about the strategy to the Council via an online survey, email, or by letter.
- 3.11** The consultation was promoted on the Council's webpages, through a social media campaign on the Council's main social media platforms, and via emails sent out to a wide range of stakeholders.

- 3.12** 857 people completed the consultation survey online with 81 submitting via paper format and 10 people submitting a response by email. Survey respondents were more likely to be male than the Cheshire East average (66% for the survey vs 49% Cheshire East) and were more likely to be aged between 35 and 64 (73% survey vs 50% Cheshire East). Respondents were drawn from a wide geographical area across the borough.
- 3.13** A large majority of respondents (89%) agreed the vision of the strategy is good with just 5% disagreeing. Further findings and how feedback has been incorporated into this strategy are outlined in Table 5. A full summary of consultation feedback is available from the Cheshire East website (13).

### Research

- 3.14** The 2014 National Highways & Transportation (NHT) survey *“collects public perspectives on, and satisfaction with, highways and transportation services in local authority areas”*. Data on key transport themes is collected in this survey covering, amongst other things, walking and cycling, accessibility and road safety. The data allows comparison through comparing Cheshire East satisfaction scores for walking & cycling compared with the NHT Survey Unitary Authority Average scores.
- 3.15** In respect to cycling, the survey includes perceptions on a range of issues (10 in total) including; facilities, cycle training, information and condition. From this data, availability of cycle routes and lanes was identified as an area with potential for improvement when compared with other local authorities. In addition, provision of cycle signage and information (i.e. maps) were also identified issues with potential for improvement.
- 3.16** In the Cheshire East Council ‘Highway Services satisfaction and cycling habits’ survey , 57% of respondents stated that they would be more likely to cycle to work if perception of safety and fitness levels were improved

**Table 5 Consultation Feedback and Development of the Cycling Strategy**

Consultation Feedback	Action
<p>The highest reported barrier to cycling was 'I worry about my safety around traffic' (28%).</p>	<p>The strategy sets out principles of high quality design which should be followed (Chapter 5). Where feasible, cycle routes should aim to be segregated from motorised traffic, with schemes designed on a case by case basis.</p>
<p>A clear preference was stated for cycle routes segregated from motorised vehicles via 'off road paths shared with pedestrians' (29%) and routes which are segregated from motorised vehicles and pedestrians (7%).</p>	
<p>The need for continuous cycle routes was noted which provide access to key destinations such as schools, employment, leisure centres, shopping areas and train stations.</p>	
<p>A number of comments were received about current local routes which should be constructed / improved.</p>	<p>This strategy aims to provide a framework for the development of a strategic and local cycle network. Representatives of community cycling groups have been consulted as part of the development of this strategy to gain options for strategic cycle routes. Individual schemes will be considered as part of future work and support will be provided to local cycling groups to develop cycle network plans for local routes (Paragraph 6.19).</p>
<p>For improving cycle networks the highest priority amongst respondents was 'improve links between towns and villages and improve the rural network' (31%), followed by 'improve the local network and create links between homes and local centres' (21%). Four main priorities for journey purpose emerged from the consultation: adults cycling to work (21%), 'children and young adults cycling to school' (19%), 'adult leisure / health cycling' (19%) and 'adults on everyday cycling trips' (16%).</p>	<p>A balanced approach to urban and rural investment should be followed which recognises the importance of both everyday trips to work, school or the shops and leisure journeys (Chapter 5). Due to the fact funding sources for transport infrastructure are no longer solely controlled by Cheshire East Council, schemes will be developed and matched to specific funding sources as they arise.</p>
<p>'Managing and maintaining the existing network' was noted as an important priority (11% of respondents).</p>	<p>Cheshire East Council use a 'transport asset management plan' approach as recommended by the Department for Transport to prioritise investment in maintaining the existing transport network. This asset management plan describes how Cheshire East Council utilise resources to intervene at the</p>

	optimum time to maintain and extend the life of an asset rather than always tackling the 'worst first'. In addition to the transport asset management plan, Cheshire East Council have a policy of addressing safety related defects on footways and shared paths which form part of the highway network. The Code of Practice aligned to the policy specifies intervention levels for identified defects. A lower intervention threshold for defect depths of 25mm applies on footways and shared paths. The equivalent intervention level for carriageways is 50mm. Defects that are found to exceed the intervention levels are urgently rectified.
28% of respondents felt the best way to promote cycling is to 'work with local cycling groups who promote local cycle events and bike rides'. Other prominent responses included 'support and promote 'Bikeability' (cycle training) for young children' (19%) and 'supporting local cycling events' (17%).	Actions regarding supporting Bikeability and local events included within strategy.
A number of respondents requested that high profile elite cycling events are brought to the Borough such as the Tour of Britain, noting the potential to inspire and engage residents in cycling as a result of these events, in addition to showcasing the borough to national and international audiences.	A successful Tour of Britain stage was held in September 2016 bringing a wide range of benefits to the Borough. This cycling strategy alongside other initiatives provides a basis to secure a legacy from this event. Future opportunities for further events will be considered on a case by case basis.
Strategy is too wordy and long.	Reduction and simplification of information in strategy. Key information has been retained to inform future plans and ensure a robust approach is followed. An executive summary has been designed to be more accessible
Too much use of jargon.	Phrasing and terms simplified. Some technical terms have been retained where necessary to inform the strategy.
Include information on the benefits of cycling.	Benefits included within Table 1
Include information on road cycling and growth opportunities, particularly linked to Peak District.	Information included in Paragraph 3.5
Reference Peak District Wider Cycling Strategy.	Strategy referenced in Chapter 1

## 4 SWOT Analysis & Next Steps

4.1 The strengths, weaknesses, opportunities and threats (SWOT) presented below have been developed through consultation with internal and external partners, and baseline evidence/policy which is outlined in previous chapters.

**Table 6 Strengths, Weaknesses, Opportunities, Threats and Next Steps for Cycling in Cheshire East**

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	NEXT STEPS
<b>OBJECTIVES 1 - 3: CYCLE FRIENDLY ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>Extensive National Cycle Network</li> <li>Connect 2 Crewe / Nantwich an example of successful delivery scheme for cycling</li> <li>Challenging and attractive on road cycle routes in Cheshire East area of the Peak District</li> </ul>	<ul style="list-style-type: none"> <li>Generally signed on-road or shared use routes; little dedicated cycle provision</li> <li>Existing network has grown organically with gaps that remain in key strategic cycling corridors</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategic urban cycle networks</li> <li>Develop leisure and tourism routes</li> <li>Utilise canal towpath network</li> <li>Maximises opportunities generated by private developments</li> </ul>	<ul style="list-style-type: none"> <li>Urban/rural areas require different approaches</li> <li>Challenge of rural roads</li> <li>Maintaining infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Plan and implement high quality cycling infrastructure that forms cohesive routes on strategic corridors and local routes – see Chapter 5</li> </ul>
<b>OBJECTIVE 4: CYCLE FRIENDLY CULTURE</b>	<ul style="list-style-type: none"> <li>Strong leisure (road) cycling culture</li> <li>Network of local cycling groups and voluntary organisations</li> </ul>	<ul style="list-style-type: none"> <li>Education and promotion across age groups</li> </ul>	<ul style="list-style-type: none"> <li>Access to tourist attractions (e.g. Tatton Park and Peak District National Park)</li> <li>Develop cycle tourism</li> <li>Expand Bikeability training</li> <li>Promote and market opportunities &amp; benefits</li> </ul>	<ul style="list-style-type: none"> <li>Reaching groups that do not currently cycle</li> <li>Existing driver behaviour towards cyclists</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners and community to foster a strong and supportive cycling culture – see Chapter 6</li> </ul>
<b>OBJECTIVE 5: ORGANISATION &amp; PARTNERSHIP WORKING</b>	<ul style="list-style-type: none"> <li>Strong &amp; enthusiastic cycling groups and third sector</li> <li>Cycle Champion position</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility shared across several service areas</li> </ul>	<ul style="list-style-type: none"> <li>Integration of cycling in transport schemes</li> <li>Improved cooperation between departments</li> <li>Defined responsibilities</li> <li>Third Sector and Volunteers</li> <li>Joint Strategic Needs Assessment chapter on physical activity which includes a focus on walking and cycling</li> </ul>	<ul style="list-style-type: none"> <li>Lack of co-ordination of a strong partnership with partner organisations and local cycling groups</li> </ul>	<ul style="list-style-type: none"> <li>Continue co-ordination and integration of Cheshire East Council and partner delivery of cycling improvements – see Chapter 7</li> </ul>
<b>OBJECTIVE 6: DELIVERY</b>	<ul style="list-style-type: none"> <li>Cycling is built in to existing policy e.g. LTP3, ROWIP and Local Plan Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of readily-available baseline data</li> </ul>	<ul style="list-style-type: none"> <li>Integration of cycling in transport schemes</li> <li>Improved cooperation between departments</li> <li>Defined responsibilities</li> <li>Third Sector and Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Limited central government funding</li> <li>Reducing Local Authority funding</li> </ul>	<ul style="list-style-type: none"> <li>Deliver cycling improvements where possible through Local Transport Plan programme and secure external funding – see Chapter 8</li> </ul>

## 5 Cycle Friendly Environment (Objectives 1 – 3)

- 5.1 Earlier chapters of this strategy established an evidence base which has informed objectives and principles which should be followed in order to realise the Cheshire East vision for cycling. Through preceding chapters and the SWOT analysis a clear need has been established for high quality cycling infrastructure which provides connectivity in the Borough.
- 5.2 This section sets out key priorities and actions for creating high quality cycling routes. It is not intended to serve as a design guide, but instead as a framework for the planning and design of new infrastructure and new developments.

### High Quality Infrastructure

- 5.3 A cycle friendly environment provides high quality cycling infrastructure from origin to destination. High quality means that infrastructure addresses the following five main requirements as set out in the Sustrans Design Manual (14):
- **Cohesion:** Cyclists must be able to get from origins to destinations via routes of consistent quality.
  - **Directness:** Connections must be as direct as possible. Even more important than physical travel distance is travel time; cyclists may accept a longer distance, if they don't have to slow down or stop so much as they will arrive at their destination sooner.
  - **Safety:** Probably the most important requirement is that cyclists will be safe when using the infrastructure. This is not only about the actual chance of being involved in a collision, but also the fact that people *feel* safe when cycling.
  - **Comfort:** Cycling has to be comfortable; this is related to the ease of travel. Examples include ease of wayfinding (signage), little hindrance from other road users (car parking) and smoothness of surface.
  - **Attractiveness:** The more attractive the provision is the more cyclists may use it. People usually find it more pleasant to cycle through a quiet street with plenty greenery than via a busy road with industries alongside.
- 5.4 The Department for Transport 'Draft Walking and Cycling Investment Strategy' recommends using an evidence based approach to identifying and designing cycling routes including the use of the 'propensity to cycle tool' and 'cycling level of service tool'. In order to identify and inform cycle route development, available data on current/predicted journey patterns and socio-economic characteristics will be used alongside the tools referenced above.

- 5.5** Cheshire East Council will implement a cycle audit process through which significant development, infrastructure and highway maintenance schemes will undertake a cycling audit at the design stage. This audit will utilise guidance detailed in the cycle proofing toolkit in Appendix B to identify opportunities for the schemes to provide high quality cycling facilities if these are not already embedded with the design.

## Integrating Transport Networks

- 5.6** Cycle infrastructure needs to be considered as part of the overall transport system and as such will be fully integrated with other networks and modes, most significantly the existing road network. Policy S3 within the Cheshire East Local Transport Plan includes integrating transport modes as a priority.
- 5.7** Roads, streets and public space should also reflect their *function* within the context of the local economy, environment, society and the transport system. Roads and streets have dual functions; they are both ‘places’ and ‘links’ and therefore will be designed or modified to reflect these priorities. This approach is outlined in Manual for Streets (15) and Manual for Streets 2 (16).

## Integrating Development

- 5.8** Significant levels of growth are planned in Cheshire East as set out in the Local Plan strategy. This growth is planned to align with various improvements to transport infrastructure and cycling journey options should be provided to new development, linking in with the wider cycling network in Cheshire East.
- 5.9** The National Planning Policy Framework (NPPF) (17) states (Paragraph 17) that a core principle of planning is to actively manage patterns of growth and to make the fullest possible use of public transport, walking and cycling.

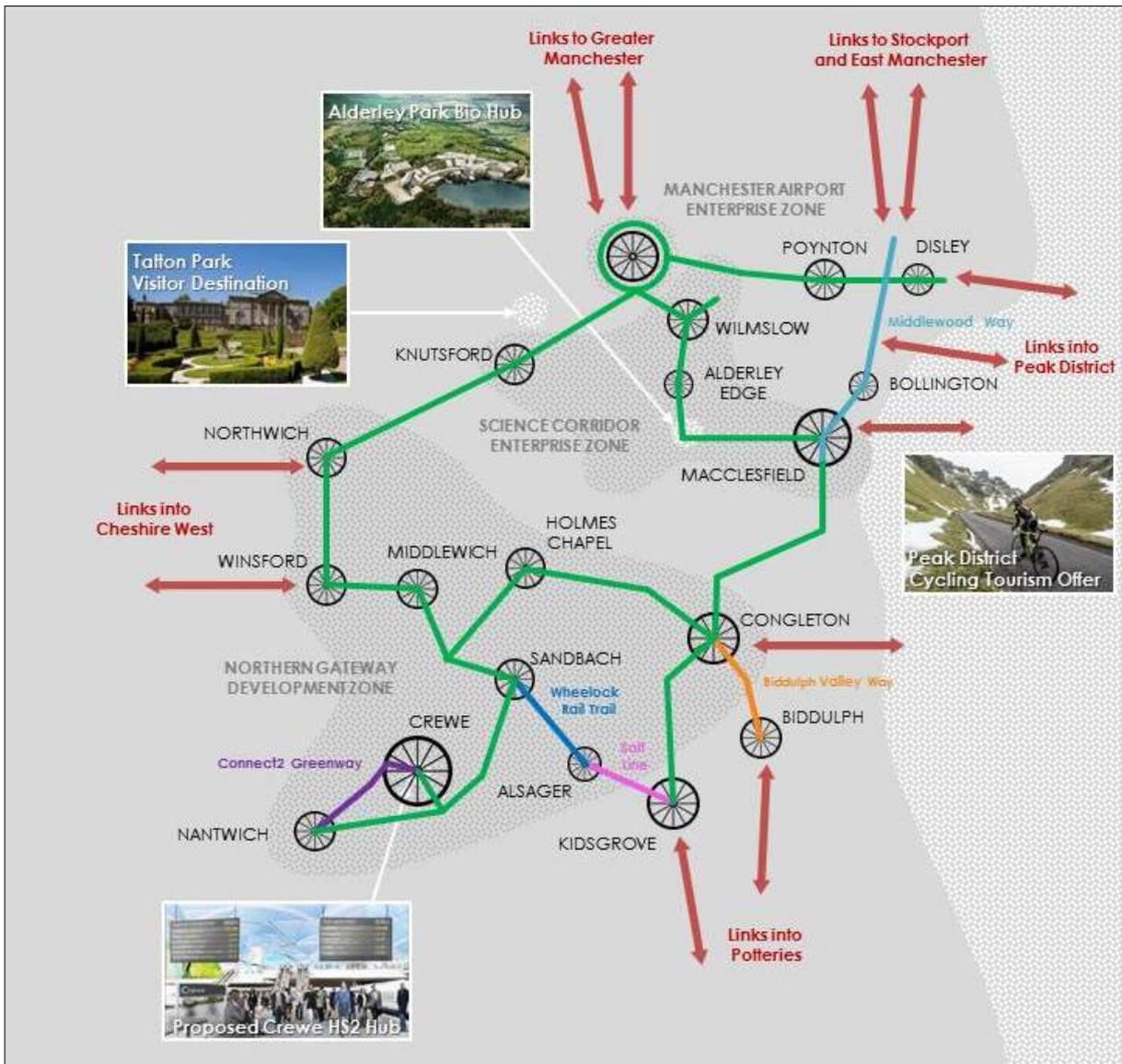
## Cycle Network

- 5.10** Effective cycle networks are critical to the successful development of a ‘cycle-friendly environment’. Cheshire East’s cycle network will comprise routes at the Borough and town level. Borough and town networks will be strategically planned to connect key origins (e.g. residential areas, transport interchanges) and destinations (e.g. employment, educational establishments, hospitals, town centres, transport interchanges).
- 5.11** The network will consist of **primary, secondary and tertiary** routes which integrate to form comprehensive networks with their characteristics defined in Table 7 . Appendix C provides more information on route classification and options for cycle infrastructure design.

**Table 7 - Primary, Secondary and Tertiary Route Characteristics**

Route Classification	Route Characteristic
Primary Route	Link between strategic locations
	Fast and direct
	High quality and segregated from cars where possible
	Uninterrupted paths, or minimal stops where possible
	Use clear, high quality signage
Secondary Route	Connect primary routes to major destinations including retail centres, employment sites, schools, colleges and university campus
	High quality and segregated from cars where possible
	Use clear, high quality signage
Tertiary Route	Quiet roads
	Link to primary and secondary routes

- 5.12** Acting on concerns regarding the safety of cycling (and particularly sharing highway space with motorised traffic) amongst consultation respondents, primary and secondary routes should aim for segregation from motorised traffic where feasible, with scheme designs considered on a case by case basis. Where segregation is not feasible other design measures will be considered to address safety concerns.
- 5.13** The cycle network will be developed to cater for both everyday trips to work, school, services and for leisure journeys. This balanced approach to investing in both utility and leisure cycle routes will secure the range of benefits outlined in Table 1.
- 5.14** This strategy sets out an ambitious vision for high quality strategic cycle routes which will provide the spine of a network which connects communities (Figure 6). This network, in conjunction with local routes, will connect residents and visitors alike to jobs, skills, schools, services and leisure opportunities. This aspirational route map has been developed through consultation workshops with local cycling community groups across the Borough. This aspirational map will be reviewed on a regular basis to capture new opportunities to further develop the strategic route network.



**Figure 6 Strategic Cycle Route Network Plan for Cheshire East**

- 5.15** As outlined in Chapter 2 external funding is needed to create a step change in cycling and opportunities will be taken to provide specific sections of routes where external funding opportunities arise e.g. through developer contributions linked to specific sites or central Government funding sources such as the Local Growth Fund.
- 5.16** The process for identifying and delivering cycle route schemes is outlined in Figure 7. This process includes a number of steps which are crucial for scheme development, prioritisation and delivery, including key supporting statutory processes such as applying for Traffic Regulation Orders which enable enforcement of highway or traffic measures.



achieved by cycling regularly in and around the towns and villages of Cheshire East.

**5.18** The Council will offer support and a reviewing function to ensure that the plans are robust and align with wider policies and infrastructure, particularly strategic cycle routes. The network plans will identify:

- Key origins and destinations within the town;
- Straight line connections / desire lines between all origins and destinations;
- The classification of each connection, based on relative importance and to be defined as either primary, secondary or tertiary;
- Existing cycle routes and future/potential proposals such as transport schemes;
- Pinch points and constraints that need to be resolved.

**5.19** It is intended that the Town Cycling Plans will be adopted under the Neighbourhood Plan process and form part of the Town Plan (N.B. this will require the plans to be adopted by the relevant Town Councils). This mechanism is aligned with the Community Infrastructure Levy (CIL) to deliver cycle infrastructure improvements.

## 6 Cycle Friendly Culture (Objective 4)

- 6.1 High quality cycling infrastructure is necessary to make people feel comfortable enough to consider changing their behaviour. However, this alone is not enough to achieve the step change in cycling targeted as part of this strategy. Evidence shows that complementing infrastructure with practical support and promotion achieves greater levels of uptake in cycling and ultimately better value for money from investment (18).

### Marketing & Promotion

- 6.2 Marketing and promotion help to raise the profile of cycling and encourage more people to cycle for leisure and everyday journeys – it is a key strand in the development of a cycle friendly culture. Marketing is needed to:

- Make people aware when new infrastructure is available or when existing infrastructure is improved, particularly where journey times/length may be significantly reduced compared to the equivalent door to door journey by car.
- Inspire people to ‘think cycling’ by promoting the positive aspects of cycling – this is especially important in a situation where cycling forms a small proportion of total trips made.
- Make drivers aware of the vulnerability of cyclists and ensure that there is a courteous sharing of the road network by all road users.
- Make users of shared routes aware of the need to consider other people and their needs.

- 6.3 Appropriate communication channels should be identified for specific marketing activities, including paper-based and electronic marketing, social media, road signage etc.

- 6.4 Marketing activities should also be timed to tie in with national programmes and campaigns such as Change4Life and Bike to Work week. The distribution of such material should also be targeted, for example via schools, GPs and health workers etc.

### Events

- 6.5 Cheshire East is seen by sections of the cycling community as a cycle destination and the Borough hosted a hugely successful stage of the Tour of Britain in September 2016; building on this strength, cycle events will be encouraged, including:

- Mass participation events
- Privately organised events
- Led rides
- Bike breakfasts

- 6.6 Voluntary organisations, such as local cycling groups may be best placed to deliver a number of these events, with the support of the Council.

**Case Study Cycle Knutsford Scout Bike Night**

In 2014 a CycleKnutsford committee member found a novel and exciting way of engaging young people in cycling, with significant success leading to the event being repeated the following year.

As a district Scout leader, the organiser set up a “Bike Night” with a local Scout group involving the police and volunteers. Scouts were asked to bring along their bikes, complete with lights to the meeting. They were divided into groups of about 6 members.

These groups then rotated through planned activities starting with a check of their bikes, which were generally in good order, followed by hands on instruction in simple maintenance.

Each group were given a CycleKnutsford cycle map which has roads colour coded as to the suitability for cyclists. The challenge was to find a safer route to their friends’ houses and other local destinations. It was encouraging to discover how many already cycled around the town both individually and with parents.

Then finally, a committee member and Bikeability instructor, accompanied by a scout leader took them on a night ride, suitably kitted out, around a nearby housing estate.

- 6.7 Events such as those described above are particularly important for encouraging children, women and ethnic minorities to cycle in which participation rates are currently low.

**Case Study Cheshire Cat 2015**

This high-level event sold out with 3,000 cyclists attending. The 2015 event started in Crewe and took in some of the steepest roads in Cheshire East, including the challenging Mow Cop section. With the support of the Local Sustainable Transport Fund programme Smarter Ways to Travel project, the event also featured free family cycle rides designed to encourage more people to choose cycling as a way of getting around. A number of other activities including Bikeability taster sessions and Dr Bike checks complimented the event.

## Education & Training

- 6.8 Education and training are critical for introducing cycling to a new audience, both through cycling safety and to build new cyclists’ confidence, particularly when using the road. Training may range from the basics of how to keep your balance, to how to cycle safely in general traffic.

- 6.9** The Council is working in partnership with Everybody Sport & Recreation Trust to offer all Year 5, 6, 7, 8 and 9 children across the borough the opportunity to receive free Bikeability training. In 2015/16 5055 young people were trained at Level 1, 2 or 3.
- 6.10** A range of training courses are also currently available to adults within the Borough, including:
- Bike maintenance;
  - Commuter confidence/learn to ride; and
  - Cycle ride leader qualification training (see below).
- 6.11** Cycle leader qualification training is provided by Everybody Sport & Recreation Trust. This training gives volunteers the necessary skills to plan, lead and supervise cycle rides for groups of people, and in particular inexperienced cyclists. By supporting such schemes, this has the potential to facilitate a significant uptake in cycling, requiring little direct investment or on-going costs.

## Travel Plans

- 6.12** A key mechanism for promoting sustainable travel is through Travel Plans which can be developed and adopted by employers, developers, housing associations, stations and schools. Developing and implementing Travel Plans can help organisations increase travel access to their site, thereby assisting with retaining and recruiting staff.
- 6.13** At present, Travel Plans are generally developed in conjunction with planning applications (where appropriate); although some have been developed voluntarily within the Borough by larger employers. Similarly, programmes such as “Smarter Ways to Travel” provide a template for future area-wide travel planning activities (see Box 7.3).

### Smarter Ways to Travel

Smarter Ways to Travel comprised £3.5 million of funding from the Department of Transport's Local Sustainable Transport Fund (LSTF). It was a key part of the 'All Change for Crewe' regeneration programme aiming to unlock the growth potential of Crewe in a low carbon way, improving air quality and connectivity across the town. The funding supported the delivery of a range of sustainable transport measures in Crewe. Following the full evaluation of the LSTF programme, the key lessons learnt have been applied to other sustainable transport projects.

## Schools

- 6.14** Schools can identify walking and cycling champions with sufficient senior support to coordinate activities. Champions should liaise with the Council

and other potential partners to address any barriers to walking and cycling to school.

**6.15** The Council and partner organisations will support school champions to foster a culture that supports physically active travel for journeys to school. For example:

- Promote the health benefits of cycling and walking and encourage the provision of sufficient, secure cycle parking;
- Encourage schools to develop and implement school travel plans that support children who wish to walk or cycle all or part of the way to school; and
- Work with Everybody Sport & Recreation Trust to ensure all children can take part in 'Bikeability' training.

## Health

**6.16** In relation to the health sector, Cheshire East will explore ways in which shared objectives can be collaboratively achieved; for example:

- How walking and cycling are considered, alongside other interventions when working to achieve specific health outcomes in relation to the Cheshire East population (such as a reduction in the risk of cardiovascular disease, cancer, obesity and diabetes, or the promotion of mental wellbeing);
- How health commissioners can contribute resources and funding to encourage and support people to walk and cycle;
- The potential to develop programmes to promote walking and cycling for recreation as well as for transport purposes;
- Ways in which information on walking and cycling can be integrated into broader physical activity advice given by health professionals; and
- Ensure cycling is included as part of the physical activity offer to residents of Cheshire East.

## Leisure & Tourism

**6.17** Marketing can also support the development of leisure cycling and cycle-based tourism, which provides opportunities both for raising levels of cycling but also benefits to the local economy. The number of signed and promoted routes could be increased, as well as materials such as maps and details of supporting facilities (e.g. accommodation, local cycle shops).

## Sport Cycling

**6.18** Sport cycling provides a key opportunity to engage people in cycling and improve health and wellbeing, particularly following recent publicity associated with the Tour of Britain, London Olympics and the Tour de France.

- 6.19** The Everybody Sport & Recreation Trust will work with cycling clubs to develop their club and coaching offer through access to training and support. It will also support the development of activities that help increase cycling participation.

## **7 Organisation (Objective 5)**

### **Introduction**

- 7.1** It is acknowledged that producing a Cycle Strategy does not guarantee a good cycling environment or culture. However, experience has shown that paying permanent, systematic attention to cycling throughout Council departments, in collaboration with partner organisations, is necessary to meet these objectives.

### **Leadership**

- 7.2** Leadership is particularly important in the success of the strategy in order to provide direction and drive forward actions. Leadership is required at many levels; both politically and at the administration level.
- 7.3** The Council has appointed a Cycle Champion who is working with the Portfolio Holder for Highways and Infrastructure to raise awareness of the importance of cycling within the Borough and ensuring the development and delivery of this strategy. The Portfolio Holder for Highways and Infrastructure and Cycling Champion are taking lead roles in the development of the cycling agenda in Cheshire East.

### **Administration Level**

- 7.4** It is recognised that the responsibilities for cycling (both direct and in-direct) fall across many different departments. The Strategic Infrastructure Team are leading on the management and delivery of the strategy.
- 7.5** A senior member of the Public Health Team will take lead responsibility for co-ordinating the promotion of walking and cycling. They should support coordinated, cross-sector working, for example, by ensuring programmes offered by different sectors complement rather than duplicate each other.

### **Information for Professionals**

- 7.6** Information sharing will also be promoted amongst planners, designers, and decision makers to ensure that professionals are up-to-date with current debates in the field of cycling, as well as the latest and innovative design approaches.

### **Monitoring & Evaluation**

- 7.7** It has been identified that there is a lack of existing data in relation to cycling in Cheshire East and that additional monitoring is required. From this data it will be possible to develop more SMART (specific, measurable, attainable, relevant and time bound) targets, against which regular evaluation and monitoring of progress can be undertaken.

**7.8** Data will therefore be recorded for Cheshire East from the following sources:

- 10 selected sites on key routes will be identified and cycle counts undertaken as part of Local Transport Plan (LTP) funding; (Figure 4)
- Active People Survey data published by Sport England;
- Data will be analysed regularly from the Cheshire East Council Highway Satisfaction Survey ; and
- Bikeability uptake will continually be recorded.

## 8 Delivery (Objective 6)

### Collaboration & Partnership Working

- 8.1 A range of initiatives will be delivered through partnerships with external organisations, Government and voluntary bodies. These partnerships will be strengthened where possible through regular consultation and engagement.

**Table 8 Key Stakeholders**

	Stakeholders
<b>Government</b>	Cheshire East Council (inter-departmental) NHS commissioners and providers Marketing Cheshire Highways England Network Rail HS2 Limited Department for Transport Neighbouring Local Authorities Peak District National Park Town/Parish Councils
<b>Commercial</b>	Major employers / trip generators Train Operating Companies e.g. Cycle hire operators
<b>Third Sector</b>	Sustrans Everybody Sport & Recreational Trust Local Cycling Groups CTC Canal and River Trust National Trust The Ramblers

### Funding and Delivery Mechanisms

- 8.2 A number of potential funding sources have been identified that could support the development of the strategy. As funding sources for transport infrastructure are no longer solely controlled by Cheshire East Council, schemes will be developed and matched to specific funding sources as they arise.

Table 9. Potential Funding and Delivery Mechanisms

Source	Funding / Delivery Mechanism
LTP Capital Programme	<ul style="list-style-type: none"> <li>The Local Transport Plan (LTP) capital programme will continue to deliver local cycling infrastructure schemes wherever possible</li> </ul>
Cross-Departmental Collaboration	<ul style="list-style-type: none"> <li>Seek support across a wide range of services (e.g. Transport, Planning, Public Health, Environmental Services) through pooling resources, budgets and professional services in order to meet shared objectives</li> <li>Active participation in master planning and regeneration plans to secure cycling objectives</li> </ul>
Infrastructure / Public Realm Schemes	<ul style="list-style-type: none"> <li>Ensure major infrastructure schemes provide high quality cycle facilities</li> <li>Ensure public realm improvements / regeneration projects make adequate consideration for cyclists</li> </ul>
Developer Led	<ul style="list-style-type: none"> <li>Community Infrastructure Levy (CIL)</li> <li>Section 106 Agreements</li> <li>Section 278 Agreements</li> <li>Section 38 Highway Adoption Agreements</li> </ul>
Ad hoc Government Funding	<ul style="list-style-type: none"> <li>Department for Transport 'Access Fund' and DEFRA Air Quality Grants</li> <li>Other sources as these arise</li> </ul>
Cheshire East Public Health	<ul style="list-style-type: none"> <li>Collaboration with NHS commissioners and providers to deliver promotional programmes e.g. change4life.</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>Exploit leisure and marketing opportunities through Discover Cheshire</li> <li>Sport cycling / event opportunities</li> <li>Marketing Cheshire</li> </ul>
Local Enterprise Partnership	<ul style="list-style-type: none"> <li>Work with the Cheshire and Warrington Local Enterprise Partnership to seek funding through the Local Growth Fund which addresses barriers to accessing key employment sites</li> </ul>

**Congleton Sustainable Transport Campaign**

In 2015 the Environmental Health Department secured funding from the DEFRA Air Quality Grant to provide cycle facilities in Congleton (an area that currently suffers from poor air quality). The shelters will be underpinned by a web based campaign promoting sustainable transport options including cycling. Additional cycling network signage and online maps will be provided to ensure that cycling becomes a realistic alternative to the private car for many more people.

## 9 Targets

9.1 Targets need to be measurable and therefore need to be set against existing data. Cycling survey data is limited in Cheshire East and, as part of this strategy, this is something that will be addressed through installing cycle counters at key locations. However, it is possible to set some interim targets that will be reviewed and revised on a regular basis; these are to:

- **Cycle Journeys** – double the number of people cycling once per week for any journey purpose in Cheshire East by 2027 from a 2014 baseline (this data is collected from the Active People Survey referenced earlier in this document).
- **Public Perception** – Improve public perception of cycling within the district by ensuring that annually measured Cheshire East Council through the Highway satisfaction scores are improving over time on an upward trajectory.

9.2 The measurement of these targets will show how cycling has increased and how perceptions on cycling have changed over the course of the strategy. Further targets should be set once appropriate monitoring mechanisms and baseline data have been established.

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## **Appendix A Delivery Plan**

**This delivery plan draws together the themes, objectives, actions, targets, responsible partners and timescales.**



## Vision: For more people to cycle in safety, more often and with confidence for everyday and leisure journeys

Objectives	Actions	Target	Responsible partners	Timescale
<b>Objective 1</b>  Create and maintain safe, attractive cohesive, direct and adaptable networks and infrastructure	By using best practice cycling design guides/principles, scheme cycling audits, high quality cycling infrastructure schemes will be developed and implemented to link more destinations for everyday journeys in the Borough.	Current design guides used by Cheshire East Council including Cycling Infrastructure Design Guidance LTN 02/08 and Shared use routes for pedestrians and cyclists LTN1/12, in addition to more informal guidance developed by various organisations	Cheshire East Highways / Strategic Infrastructure	To be reviewed on 6 monthly basis
	Implement a cycle audit process for significant development, infrastructure and maintenance schemes.	Implement audit process	Cheshire East Highways / Strategic Infrastructure	Implement process within 6 months of publishing this strategy
	Integrate transport networks and modes by providing facilities which enable cycling as a key element of the transport network	Build cycle infrastructure into wider transport infrastructure schemes	Cheshire East Highways / Strategic Infrastructure	On-going
	Integrate new areas of development into the cycle network and secure developer funding contributions to mitigate the effects of	Develop cycle infrastructure schemes which link new areas of development with the	Cheshire East Highways, Strategic Infrastructure and Highways Development	On-going as new development sites come forward

	development by implementing cycle infrastructure	wider network	Control	
<b>Objective 2</b> Ensure cycling is integrated with other transport modes, transport networks, the public realm and new developments	Adopt and implement Cheshire East's cycle-proofing toolkit during the assessment of all new development proposals to help promote a cycle friendly environment and culture	Toolkit to be approved by Cheshire East cabinet and implemented	Strategic Infrastructure and Highways Development Control	Adopt and implement within 6 months of publishing this strategy
<b>Objective 3</b> Ensure high quality facilities are in place to support people who cycle and that will attract people to live and work in the area	Encourage local cycling groups to develop Town Cycling Plans to identify existing routes and propose new local routes, with the purpose of them becoming adopted as part of their local Neighbourhood Plan	Deliver training session on cycle planning at CHESHIRE EAST COUNCIL Neighbourhood Planning Conference Plan training event for community cycling groups.  Continuing communication and support to community groups.	Strategic Infrastructure / Spatial Planning / Local Cycle Groups	On-going support
<b>Objective 4</b> Use targeted cycle promotion,	Promote improved cycle infrastructure with the aim of encouraging its use by local communities for everyday and leisure journeys, subject to availability of revenue funding	Ensure that all new schemes are promoted on the web.	Cycle groups	On-going

education and training		Work with local cycling groups to develop cycle maps by town and area.	Everybody Trust	
		New signage installed in areas / towns	Strategic Infrastructure / Cheshire East Highways	
	Develop and roll out an identity/brand for cycling in Cheshire East which promotes the positive aspects of cycling and which is easily recognisable.	Develop and roll out identity/brand as part of cycling strategy launch	Strategic Infrastructure, Public Health, Corporate Communications	By strategy launch
	Support private event providers, leisure providers, voluntary organisations and local groups to deliver events which promote and encourage cycling across a broad range of residents, including those who are currently physically inactive.	Current events diary to be posted on web	Everybody Trust, Public Health, Cheshire Police, Cheshire Fire and Rescue Service, Local Cycling Groups	Updated every 6 months
	Continue to support and promote Bikeability, Cycle Leader and Adult Cycle Training, subject to continued funding from the DfT.	Secure DfT Bikeability funding on yearly basis and deliver training	Everybody Sport & Recreation Trust	To be reviewed each 12 month period
	Continue to require Travel Plans for significant size development as part of the planning process and provide guidance to employers and schools to enable them to implement Travel Plans on a voluntary basis.	All substantial developments to include Travel Plan	Strategic Infrastructure and Highways Development Control	On-going
	Share guidance with accommodation and leisure providers on how to make their sites cycle friendly and capitalise on cycle leisure	Send guidance to providers such as hotels, cafes and restaurants	Strategic Infrastructure, Leisure and Tourism	Complete – review provision in the future

	and tourism opportunities.			
<b>Objective 5</b>  Integrate and align policies, procedures and practices to encourage cycling	Promote the role of the Council's Cycling Champion and continue to share information on officer roles and responsibilities for cycling in Cheshire East.	New Cheshire East Champion has been appointed	Cheshire East Council	On-going
	Ensure that Council officers and partners are kept up to date with the most recent guidance in cycle infrastructure and public realm principles and design.	To be assessed and carried out through CPD (continual professional training) programme	Cheshire East Highways / Strategic Infrastructure	March each year
<b>Objective 6</b>  Deliver cycle-friendly infrastructure in partnership with the community, officers and organisations of Cheshire East	Maintain regular communication and work in partnership to ensure key stakeholders are engaged in the development of cycling across the borough.	Continue proactive engagement with cycling community and partners	Range of stakeholders including local cycle groups / Strategic Infrastructure / Cheshire Road Safety Group / Cheshire Fire and Rescue Service / Public Health / Chamber of Commerce / Skills and Growth Company	On-going
	Continue to deliver local schemes through the Council's Local Transport Plan capital programme wherever possible.	Prioritised schemes to be delivered on annual basis	Strategic Infrastructure & Highways	Rolling programme agreed April each year
	Work with the Local Transport Body, on behalf	Continue discussions	Strategic Infrastructure	On-going

	of the Local Enterprise Partnership, to raise the profile of the cycling agenda and ensure that cycling is considered as part of other transport investment and improvement programmes.	and prepare business cases for schemes where appropriate	& Highways	
	Continue to seek out new funding opportunities for cycling and ensure that all these prospects are maximised by maintaining a cycling improvement programme, based on the strategic cycle network and town cycling plans.	Ensure that officers maintain current information on all potential funding streams and ensure that delivery plans are linked to strategic and local delivery plans to maximise funding opportunities	All stakeholders	On-going
	Ensure that regular local cycling data is collated and information maintained which will enable the setting of effective targets.	Monitor cycle usage at 10 locations around the borough on annual basis	Strategic Infrastructure & Transport Team	Monitoring data to be collected on annual basis and data updated in December of each year

## **Appendix B Cycle-Proofing Tool Kit**

**This document provides an easy reference checklist for developers, consultants and officers involved in the planning, design and auditing of new developments to provide improved environment for cycling. It needs to be read in conjunction with the Cheshire East Cycling Strategy. It is also recommended guidance relating to Crime Prevention through Environmental Design (CPTED) is followed when designing developments and infrastructure.**

Pre-Submission			
Theme	Sub-Theme	Requirements	Responsibility
Circulation	Site Layout	<p>The site layout should be:</p> <ul style="list-style-type: none"> <li>planned and designed in a cycle friendly way;</li> <li>planned and designed in accordance with Manual for Streets;</li> <li>permeable for pedestrians and cyclists;</li> <li>planned and designed to encourage low traffic speeds and low traffic volumes (e.g. filtered permeability)</li> </ul>	Applicant
	Connections	Local Cycle Network	<p>Existing cycle network</p> <ol style="list-style-type: none"> <li>Identify nearest cycle routes that connect the site with; town centres; rail stations or other public transport interchanges; local facilities (e.g. Shops etc.); residential area etc.</li> <li>Are they of sufficient quality?</li> <li>Are they <b>cohesive, direct, safe, comfortable</b> and <b>attractive</b>?</li> <li>Has a suitable cycling 'level of service' tool been used to assess route quality?</li> <li>Identify opportunities to improve these existing routes.</li> </ol>
<p>Proposed Cycle Network</p> <ol style="list-style-type: none"> <li>Review the Council's Strategic Cycle Network Plans</li> <li>Can the proposed development contribute towards the delivery of these strategic networks (e.g. financially, construction etc.)</li> </ol>			Applicant
Local Public Rights of Way		<ol style="list-style-type: none"> <li>Identify local Public Rights of Way</li> <li>Identify PROW that could be connected to; upgraded or created to provide new cycle routes.</li> </ol>	Applicant
Parking	Cycle Parking	<ol style="list-style-type: none"> <li>Review Local Cycle Parking Standards, (attached)</li> <li>Proposed cycle parking should be: secure by design and have good natural surveillance; sheltered; conveniently located near to the building entrance.</li> </ol>	Applicant

<b>Pre-Submission</b>			
<b>Theme</b>	<b>Sub-Theme</b>	<b>Requirements</b>	<b>Responsibility</b>
<b>Education, Training &amp; Publicity Measures</b>	Travel Plan	<p>The applicant will be required, where appropriate, to submit a Travel Plan as part of the planning application, to include cycle specific measures, including:</p> <ul style="list-style-type: none"> <li>• on-site/off-site infrastructure</li> <li>• sustainable travel initiatives</li> <li>• monitoring &amp; targets</li> </ul>	Applicant
	General Advice	<p>Make applicants aware of the Cycling Strategy and that their development will be expected to support the vision and objectives of the strategy.</p>	Cheshire East Council Development Management Officers
<p>Consider requesting that the applicant provides supplementary information demonstrating that proposals have been developed with specific consideration to pedestrians and cyclists e.g.</p> <ul style="list-style-type: none"> <li>• Quality Audit (and associated approach)</li> <li>• Non-Motorised User Audit</li> <li>• Cycle Audit</li> </ul>		Cheshire East Council Development Management Officers	

<b>Submission and Consultation Stage</b>			
<b>Theme</b>	<b>Sub-Theme</b>	<b>Requirements</b>	<b>Responsibility</b>
<b>Circulation</b>	Site Layout	<p>Is the site layout pedestrian and cycle friendly?</p> <p>Is the site permeable, both internally and to surrounding areas by non-car modes?</p> <p>Are the routes for pedestrians and cyclists legible, with priority over motor traffic?</p>	Cheshire East Council Development Management Officers
	Internal Road Network	Does the internal road network promote low traffic volumes and appropriate traffic speeds?	Cheshire East Council Development Management Officers
<b>Connections</b>	Local Highway Network	<p>Do the proposed internal cycle routes connect with existing or proposed external cycle routes?</p> <p>Can/should/does the development contribute towards local highway improvements, traffic management measures, public realm improvements; specifically those that directly benefit cyclists?</p> <p>Can the existing highway be reallocated to make provision for cyclists?</p> <p>Are there opportunities to reconfigure the local highway network (e.g. through TROs) to make the network more permeable for pedestrians and cyclists and less so for motor traffic?</p> <p>Have off-site pedestrian and cycling improvements been prioritised over works that benefit motor traffic?</p> <p>Do the proposed site accesses impact on existing cycle routes? If so, has adequate mitigation been provided to reinstate or upgrade the existing provision?</p> <p>Are the proposed pedestrian and cycle connections legible and include signage between the site and local facilities?</p>	Cheshire East Council Development Management Officers
	Local Cycle Network	<p>Have appropriate connections been proposed to the existing cycle network?</p> <p>Does the development contribute to the proposed Strategic Cycle Network?</p>	Cheshire East Council Development Management Officers

<b>Submission and Consultation Stage</b>			
<b>Theme</b>	<b>Sub-Theme</b>	<b>Requirements</b>	<b>Responsibility</b>
<b>Parking</b>	Cycle Parking	<p>Does the proposed cycle parking provision meet the Council's minimum standards?</p> <p>Is the development likely to generate more parking demand than the minimum provision (at present or in the future)?</p> <p>Does the proposed cycle parking provision meet the required quality standards (secure by design, sheltered, overlooked etc.)</p>	Cheshire East Council Development Management Officers
<b>Education, Training &amp; Publicity Measures</b>	Travel Plan	<p>Has a Travel Plan been submitted if required?</p> <p>Does it make adequate provision for cycling, including:</p> <ul style="list-style-type: none"> <li>• on-site/off-site infrastructure</li> <li>• sustainable travel initiatives</li> <li>• monitoring &amp; targets</li> </ul>	Cheshire East Council Development Management Officers
<b>Other</b>	Funding	<p>Can the proposed development contribute to local cycle infrastructure improvements or “education, training and promotion initiatives” through Planning Obligations (S106), or off-site Highway Works (e.g. S278)?</p> <p>(Future contributions should be made through the Community Infrastructure Levy (CIL) when available).</p>	Cheshire East Council Development Management Officers

Post-Decision			
Theme	Sub-Theme	Requirements	Responsibility
Other	Detailed Design (S278)	<p>Have the proposed cycle facilities been designed to a standard that is appropriate for cyclists? Consideration should be given to:</p> <ul style="list-style-type: none"> <li>• Surfacing (smoothness, texture, colour etc.)</li> <li>• Transitions</li> <li>• Markings</li> <li>• Signage</li> <li>• Lighting</li> <li>• Social safety</li> <li>• Vegetation</li> <li>• Other facilities (shelter, places to rest)</li> <li>• Aesthetics</li> </ul> <p>What are the maintenance implications of the proposals?</p> <p>Are the proposals suitable for all (a) seasons, (b) times of day etc.?</p> <p>Cycle Parking</p> <p>Are the cycle parking facilities appropriately designed? Suitable for the expected (a)demand, (b) duration of stay? Are the cycle parking facilities accessible?</p> <p>Have you ensured street furniture introduced does not build in crime and disorder? See CPTED for further details.</p>	Cheshire East Council Development Management Officers
	Adoption Process (S38)	<p>Opportunity to ensure that new highways are of suitable standard to be adopted by the Council.</p> <p>Consideration should be given to influencing the palate of materials, layout etc. to promote low traffic speeds and low traffic volumes.</p>	Cheshire East Council Highways
	Road Safety Audit	<p>Road Safety Audits (RSA) Stages 2-4 should be undertaken to ensure that the designed and constructed highway infrastructure is "safe".</p> <p>N.B. RSA's do not consider the suitability of cycle infrastructure against the other four main requirements e.g. cohesion, directness, comfort and attractiveness; therefore other approaches should be adopted e.g.</p> <ul style="list-style-type: none"> <li>• Quality Audit (and associated approach)</li> <li>• Non-Motorised User Audit</li> <li>• Cycle Audit</li> </ul>	Cheshire East Council Highways

## Appendix C Route Function and Design

This appendix contains further cycle infrastructure design principles to provide guidance on the implementation of future schemes. This appendix should be read in conjunction with Chapter 7 of the main document.

### Place Making

Provision for cyclists and pedestrians can help create high quality public spaces, and public realm enhancements will in turn deliver improvements for cyclists and pedestrians. Recent guidance provided by Sustrans (14) states that “the making of a good place is achieved at different scales”:

At a strategic scale:

- Towns and cities need to be joined-up and connected so that people can access local services and employment opportunities.
- New developments need to integrate and connect with existing communities (not inward looking and closed).

At the streetscape level, the public realm will:

- Bridge the barriers presented by heavily segregated roads and large volumes of traffic.
- Encourage the sharing of space between motorised and non-motorised transport.
- Deliver a cycle and pedestrian-friendly environment through reduced traffic volumes and speeds.
- Provide connectivity and freedom of movement for cyclists and pedestrians.
- Facilitate human activity and social interaction and make a place feel safer by creating more vibrancy and ‘eyes on the street’.

The above measures are the same as those that contribute to creating civilised and socially vibrant places.

### Link and Place

Roads, streets and public space should reflect their *function* within the context of the local economy, environment, society and the transport system. Roads and streets have dual functions; they are both ‘places’ and ‘links’ and therefore will be designed or modified to reflect these priorities. This approach is outlined in Manual for Street and Manual for Streets 2 and summarised in Box C (below).

By conceptualising roads and streets in this way, a framework can be developed that allows priority to be given to specific users over others using a consistent and justifiable mechanism. It can also guide, as appropriate,

the solutions available to planners and designers from the inception of a scheme.

### Link & Place

As a 'Link', a street provides through movement for a variety of modes, including private cars, service vehicles, buses, cyclists and pedestrians with minimal disruption. As a 'Place' a street may be a destination in its own right, where people are not passing through a street, but are spending time in the area for example for shopping, working, eating, talking, waiting, resting and playing.

This 'Link & Place' approach balances both the movement and social/townscape functions of streets, helping to mediate between the competing activities and demands.



**Figure C.1 - Link and Place**  
 Source: *Manual for Streets 2*

### Route Function

Routes join origins to destinations, enabling door-to-door journeys. Routes will be planned and designed for a specific function, although in some locations they may have dual functions; where this occurs, routes will be designed to

the higher standard. Parallel routes with different functions may be combined for increased cost-effectiveness (adaptability). The primary route functions are:

- Urban Utility routes
- Urban Leisure
- Rural Utility
- Rural Leisure routes

The type of provision on each route section will be determined by:

- (a) the function of the cycle route
- (b) physical constraints
- (c) the priority given to 'place' and 'link' (on-road sections only)

These variables will be known at the inception stage of a scheme and will inform the planning and design of any improvements.

## Integrated Design

When developing highway designs (including private developments, traffic management, schemes or public realm improvements) all modes will be considered. Table D sets out the cycle route classification.

**Table D Route Classification**

Network	Function	Purpose	General Principles and Main Requirements
<b>National Cycle Network</b>	<b>NCN Routes</b>	Serves important tourism, leisure and utility functions at different levels.	<ul style="list-style-type: none"> <li>• Connects with key urban centres and tourist destinations both within and beyond the borough boundary.</li> <li>• Requires coordination with neighbouring authorities.</li> <li>• Overlaps the networks below.</li> </ul>
<b>Borough Network</b>	<b>Rural Leisure Routes</b>	Routes that promote leisure cycling and tourism, taking in key tourist destinations and scenery.	<ul style="list-style-type: none"> <li>• On-road routes using quiet rural roads (use rural traffic calming techniques where appropriate) or;</li> <li>• Off-road routes using greenways, bridleways, disused railway lines, canals etc.; routes to be designed for mountain or hybrid bike users, (e.g. sealed or unsealed, unlit).</li> <li>• Supported by ancillary facilities to promote leisure cycling e.g. picnic sites, accommodation for touring cyclists etc.</li> <li>• Public transport connections or car park; facilities.</li> </ul>
	<b>Rural Utility Routes</b>	Inter-urban routes between towns that are positioned within 'cyclable distance' of each other	<ul style="list-style-type: none"> <li>• Generally on-road or high quality segregated routes adjacent to high volume roads.</li> <li>• Generally inter-urban routes designed for commuter cyclists (road-bikes).</li> <li>• Integrated in to village traffic calming schemes.</li> <li>• Could also include short routes located within villages to improve local access to services (shops, schools etc.).</li> </ul>

<b>Town Networks</b>	<b>Urban Utility Routes</b>	Routes to serve key origins and destinations within the towns, with the main aim to promote utility (commuter) cycling, encourage modal shift etc.	<ul style="list-style-type: none"> <li>• Develop a dense network of routes within the urban area.</li> <li>• Routes will be designed based on a two-tier hierarchy (e.g. core routes and local access routes). <ul style="list-style-type: none"> <li>○ Core routes will incorporate high quality provision (e.g. priority for cyclists at side roads, segregation where the speed differential between cyclists and other modes is high etc., routes are direct in time and distance).</li> <li>○ Local access routes to utilise low trafficked and low speed streets (assisted by traffic calming where appropriate).</li> </ul> </li> <li>• Network will be legible and well signed.</li> <li>• The network will consider beyond the urban boundary to surrounding smaller settlements.</li> </ul>
	<b>Urban Leisure Routes</b>	Providing leisure opportunities within the towns and connections to the surrounding rural areas.	<ul style="list-style-type: none"> <li>• Utilising off-road opportunities and green space e.g. parks, canals, disused railways</li> </ul>

## Solutions

A broad spectrum of interventions can be adopted, varying in the degree of separation between cyclists and motorised traffic and/or pedestrians, as shown in Tables C.2 and C.3.

Recent guidance on the planning and design of cycle infrastructure is referenced in the attached Bibliography; this list is not exhaustive and reference will be made to new guidance when available.

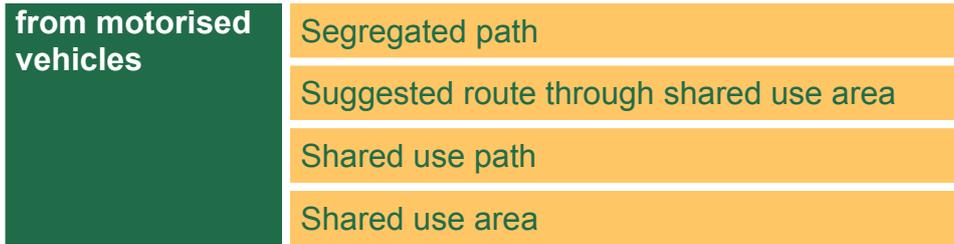
**Table C.10 Degrees of Separation from Motorised Traffic**

<b>Full separation</b>	Fully segregated lane / track
	Stepped tracks / Hybrid cycle tracks
<b>Dedicated Cycle Lanes</b>	Light segregated lane
	Mandatory cycle lane
<b>Shared lanes</b>	Shared bus lane
	Advisory cycle lane
<b>Integration</b>	Cycle street

Source: *Adapted from LCDS (19)*

**Table C.10.1 Degrees of Separation from Pedestrians Off-Carriageway**

<b>Full separation</b>	Cycle track
------------------------	-------------



Source:

Adapted from LCDS (19)

## Junctions

Junctions are critical locations with respect to safety for cyclists. They also create delay and additional physical energy if cyclists are required to stop and the safety of junctions has a significant bearing on the experience as a whole from origin to destination (cohesion).

The objective in the design of junctions will be to:

- Minimise the number of conflict points.
- Manage the speed of various road users when negotiating junctions.
- Providing facilities for cyclists at junctions (including side roads, traffic signal junctions).
- Ensuring that the road layout is legible and that priority is recognisable (e.g. Advanced Cycle Stop Lines).

## Parking

Cycle parking is critical to developing a cycle-friendly environment. Cyclists need to be confident that parking will be available at their destination; their bicycle will be in the same condition as they left it and that the parking is conveniently located to their destination (as close to the site/building entrance as possible). Both quantity and quality of parking are also important factors.

Quality of Parking – The quality of parking provision is particularly important, but the nature of parking provision will vary depending on whether the site is a trip generator (e.g. residential) or a trip attractor (e.g. schools, workplace, retail). Note that public transport interchanges are both attractors and generators. In general, cycle parking should be sheltered, secure by design, overlooked and near to site accesses/building entrances (nearer than car parking) and Sheffield stands used as a minimum.

New Developments – The latest cycle parking standards are in Appendix B of the Cheshire East Local Plan Strategy. These apply to new developments and should be considered as minimum requirements with each new developer considering the requirements of their development on a case by case basis.

## Additional Features

Other important facilities to create a cycle-friendly environment will be introduced as and where possible and appropriate in connection with future schemes, including:

- Lighting
- Places to rest (e.g. picnic benches)
- Shelters
- Servicing equipment (e.g. pumps).

## Further Information

A wide range of detailed design guidance for cycling infrastructure is available with the bibliography of this strategy noting various sources. The Department for Transport have also published a number of Local Transport Notes including:

- Local Transport Note 2/08 Cycle Infrastructure Design
- Local Transport Note 1/12 Share Use Routes for Pedestrians and Cyclists

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# Cycling

A vision for the future in Cheshire East



## Executive summary

Cheshire East Council is delighted to launch a new Cycling Strategy for the Borough. Our ambition is to enable more people to cycle safely, more often and with confidence for everyday and leisure journeys.

We will work with partners and local cycling groups to deliver the strategy over the next 10 years. The strategy provides a framework which will shape Council policy and inform the planning and design of our streets, communities and green spaces.

The benefits of increasing the levels of cycling are proven and wide ranging for communities, residents and businesses.

Cycling helps to achieve the Council's wider ambitions as set out in our Corporate Plan; by "making Cheshire East a green and sustainable place", by "enabling people to live well and for longer" and by ensuring "Cheshire East has a strong and resilient economy".



## Our vision

To enable more people to cycle safely, more often and with confidence for everyday and leisure journeys

For more information about cycling in Cheshire East visit [travelcheshire.co.uk](http://travelcheshire.co.uk)





## Our objectives

### Objective 1

*Create and maintain safer, attractive, cohesive, direct and adaptable networks and infrastructure*

### Objective 2

*Ensure cycling is integrated with other transport modes, transport networks and new developments*

### Objective 3

*Ensure high quality facilities are in place to support people who cycle and to attract people to live and work here*

### Objective 4

*Use targeted cycle promotion, education and training*

### Objective 5

*Integrate and align policies, procedures and practices to encourage cycling*

### Objective 6

*Deliver cycle-friendly infrastructure in partnership with the community, officers and organisations of Cheshire East*

## Our targets

*This strategy covers the period 2017 – 2027 and sets out an ambitious plan for guiding investment with the following targets:*

**Cycle Journeys**  
Double the number of people cycling once per week for any purpose in Cheshire East by 2025 from a 2014 baseline (based on Active People Survey).

**Public Perception**  
Improve public perception of cycling within the Borough by ensuring that satisfaction scores measured yearly by the Council are improving over time on an upward trend (based on the Members Highway Satisfaction Survey).



## Our commitment & funding

To deliver our strategy, funding will be needed from a wide range of sources. Even though we live in challenging times, we commit to seek every opportunity to source funding so the network of cycle routes can continue to grow.

Below are the current funding streams and commitments for improving the cycle network in the Borough:

● **Local Transport Plan funding:** a yearly commitment from the Council to fund small scale improvements to the cycle network.

● **Bidding for external funding:** we will continue bidding for all available external opportunities. Our recent successes include:

- **Local Sustainable Transport Funding:** £3.5 million for 3 years (2012-15)

- **Sustainable Travel Transition Year:** £350,000 for 9 months (2016-17)

- **Local Growth Fund:** securing a share of £5 million allocated to Cheshire & Warrington to improve cycle routes which link to key housing and employment development sites

● **Council funding:** funding of £500,000 from the Council budget has been agreed to match funding secured through the Local Growth Fund.

● **Developer funding:** we will continue securing developer funding contributions to improve local cycle routes. For example, the proposed Sydney Road bridge widening scheme includes cycling facilities which will enable a north / south cycle route in Crewe.

● **Community Infrastructure Levy (CIL):** The Council is currently working to develop a CIL policy. Funding will be used to provide infrastructure identified in the Local Plan Strategy, including for cycling.



● **Network Rail:** there is a commitment from Network Rail to construct cycle facilities alongside the proposed rail replacement bridge on the A530 at Leighton, Crewe.

● **Bikeability:** we have secured a grant from the Department for Transport of £612,445 up to March 2020 to fund Bikeability cycle training for children for Levels 1, 2 & 3 and Bikeability Plus Modules.

● **Cheshire East Public Health:** working jointly with NHS commissioners and providers to deliver promotional programmes for cycling.

## Delivery: making it happen

Our strategy includes a wide range of actions to achieve our vision for cycling in the Borough.

### Cycle networks

Improve cycle networks will be achieved through:

- Securing external funding from sources such as the Local Growth Fund and using Council funds such as the Local Transport Plan.
- New roads in Cheshire East will include high quality facilities that will benefit people cycling and walking.
- Including key cycle routes within the Council's Local Plan Strategy and Infrastructure Delivery Plan.
- Planning for an integrated transport system that encourages a shift away from car to public transport, cycling and walking.
- Focusing on Cheshire East Council's adopted principles on **Quality of Place** to enhance the quality of our built and natural environment, quality of life and the vibrancy of the area.

### Cycle-Proofing Toolkit

We have developed this easy reference checklist for developers, consultants and Cheshire East officers involved in the planning and design of new developments to provide improved routes and facilities for cycling.

### Maintenance Programme

We will continue maintaining all roads and cycle routes to the level recommended by the Department for Transport. We will address safety related defects on footways and shared paths.

### Collaboration & Partnership Working

A range of projects to engage people in cycling will be delivered through partnerships across Council departments and with external organisations, Central Government and voluntary bodies. These partnerships will be strengthened



through regular consultation and engagement.

### Tourism

We will exploit leisure, marketing and event opportunities to promote our strong cycling offer – for example, hosting a stage of the Tour of Britain.

### Schools & businesses

We will work with schools and businesses to encourage them to support children and employees to walk or cycle to work or school.

## CHESHIRE EAST COUNCIL

### Cabinet

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<b>Date of Meeting:</b>	14 <sup>th</sup> March 2017
<b>Report of:</b>	Executive Director Place
<b>Subject/Title:</b>	Transfer of Former Manchester Metropolitan University (MMU) Campus in Alsager with Associated Sporting Facilities
<b>Portfolio Holder:</b>	Councillor Don Stockton – Regeneration Councillor Paul Bates – Communities & Health

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#### 1.0 Report Summary

- 1.1. The purpose of this report is to seek approval for Cheshire East Council (CEC) to accept the freehold transfer of the land shown identified edged in red on the attached plan (“the Property”) from David Wilson Homes (DWH) and complete a modification of contract and a back to back lease of the Property to Everybody Sport & Recreation Ltd (ESAR).
- 1.2. DWH have developed a proposal for the former Manchester Metropolitan University (MMU) Campus in Alsager. The proposal is to demolish all buildings on site and construct 407 new homes and sports and leisure facilities. The site as it stands incorporates currently vacant sports facilities which included; 6 senior grass football pitches (one floodlit for training purposes), 2 senior grass rugby pitches, 1 full-size floodlit sand based Artificial Grass Pitch (AGP), cricket square, 8 tarmac tennis courts (5 netball courts), 4-court sports hall, plus 2 x performance studios, 18 station fitness suite, old school gym and ancillary provision and a swimming pool. The proposal is to retain that leisure provision, in so far as possible, in accordance with the requirements of Sport England as part of the Planning process and to enhance this on top of normal s106 requirements. As part of their planning application DWH propose the laying out of new grass pitches, creating two artificial pitches (with associated floodlighting and fencing) and construction of a new pavilion, new changing rooms and parking area.
- 1.3. The proposal also includes a financial contribution to extend the existing gymnasium and to create 2 new health and fitness studios on a refurbished first floor at CEC’s nearby Alsager Leisure Centre, which is leased to and managed by ESAR. Furthermore they propose to create new points of access onto Hassall Road and Dunnocksfold Road. CEC (in its capacity as Local Planning Authority) has resolved to grant planning permission to DWH for the development referred to above, subject to it signing an agreement pursuant to s106 of the Town and Country Planning Act 1990 providing for delivery of planning obligations by the developer of the land. The s106 Agreement will include (amongst other things) details of the completion of the agreed works to Alsager Leisure Centre, the payment of monies for improvements to Alsager

Leisure Centre and the details of the transfer of the leisure facilities being provided within the development to CEC.

## **2.0 Recommendation(s)**

- 2.1 It is recommended that Cabinet:
- 2.2 Approves the freehold transfer of the Property, from David Wilson Homes to the Council and the simultaneous lease of the Property from the Council to ESAR on terms to be agreed by the Assets Manager
- 2.3 Authorises the Asset Manager to provide Sport England with written confirmation that the Council will accept a transfer of the Property for the purposes of providing public open space and leisure facilities required as a result of DWH's planning application.
- 2.4 Notes that such facilities will be built on site by DWH and approved by the Council prior to transfer of the Property.
- 2.5 Agrees that the lease of the Property to ESAR will be conditional on a modification of the operating contract, for the remainder of the existing term (currently a ten year lease from 2014 with an option for a further 5 years) during which period ESAR will run the facilities on the Council's behalf.
- 2.6 Authorises the Director of Legal Services to enter into all legal documentation required to effect the transfer and the lease of the Property, including any licence agreements or deeds of covenant which may be required and to complete any variation/modification to the ESAR contract which may be required.

## **3.0 Other Options Considered**

- 3.1 There is no realistic alternative to the course of action proposed.

## **4.0 Reasons for Recommendations**

- 4.1 The indoor sports provision on the MMU site in Alsager is closed. The swimming pool closed in 2010 and the sports hall in 2012. The MMU requirement for outdoor provision has been relocated to other sites within the Borough. Although there is community use of the remaining provision it is clear that much of the existing demand is met by users travelling outside the Alsager area.
- 4.2 The DWH development will bring a major boost to leisure and sport in the area with an investment of over £4.8m in new facilities. In addition, it would bring forward a further £486,000 investment in the existing facilities at Alsager Leisure Centre.
- 4.3 The timing of provision and completion of the facilities will be governed by a s106 Agreement (as referred to earlier in the report) entered into by the

landowner, the developer and the Council (as Local Planning Authority) and thereafter will enable the public use and require the future maintenance of the facilities as per the attached Business Case.

- 4.4 Acceptance of responsibility for future maintenance and management of these facilities by the Council once developed will mean Sport England remove their formal objection to DWH's planning application, which makes provision for 400 new homes in Alsager.
- 4.5 In line with the Business Case in the Sports Needs Assessment for DWH's proposed development, the sport and leisure facilities would be managed by ESAR for the length of their operating agreement at no cost to the Council. This will include future capital replacement costs such as surface replacements of the two all weather pitches. ESAR have agreed formally to manage the facilities and accept a lease of the same from the Council for this purpose.
- 4.6 The use of the site and existing facilities required the production of a Sports Needs Assessment to establish what facilities were required to meet Paragraph 74 of the National Policy Planning Framework in order to support the planning application made by DWH. This established that the proposed works will not simply replicate the existing provision. The proposed new facilities relate to laying out of new grass pitches, two artificial pitches (with associated floodlighting and fencing), new changing rooms and parking and enhancing the existing leisure provision, which is adjacent to the site and located at Alsager Leisure Centre and managed by ESAR.
- 4.7 Although the matter is progressing through the planning process, and approval in principle has been given to DWH (subject to entering into a s106 Agreement with CEC) by the Council's Strategic Planning Board, Sport England are concerned about who will operate and manage the new leisure facilities once complete. As identified in the Sports Needs Assessment, such significant facilities require a sustainable level of future management to ensure their success. Sport England therefore require the Council (if we are to take ownership of the new facilities) to ensure that this is in place through CEC's ownership of the land and Sport England have confirmed that they will not lift their objection to DWH's planning application unless CEC accepts ownership of the completed facilities and subsequently arranges the ongoing management of it to their satisfaction.
- 4.8 Whilst Council ownership of the facility was one of several options considered, including ownership locally by sports clubs or via national governing bodies, it was regarded by Sport England as the only sustainable option for the Council to take over ownership of the Property based on the Sports Needs Assessment supplied by DWH. The Sports Needs Assessment was thoroughly checked and challenged by CEC (in conjunction with ESAR) as part of the planning process to ensure it was factually correct.

## 5.0 Background/Chronology

- 5.1 Planning officers have had detailed discussions with DWH including assessment of their development appraisal which currently includes:
- £4.8m for provision of sports facilities on site for community use
  - A contribution towards the costs of improvements to the local leisure centre
  - A highways contribution
  - Provision of upgraded open space and play equipment
- 5.2 During the planning process it has become clear that the future management of the leisure facilities required as a result of the scheme is an issue that needs to be addressed in order to progress the development of the site as a whole. Sport England have a holding objection to the grant of planning permission for the development of the site by DWH pending a more detailed understanding of the arrangements for the leisure facilities being managed and maintained in the future and will not lift this objection until they are satisfied with the future ownership and management of the leisure facilities provided on site by DWH as part of the scheme.
- 5.3 It has been agreed in principle that the sports facilities will be provided by DWH and then transferred to CEC to be managed by ESAR, which manages all of the Council's leisure facilities. Other solutions for management and running of the new facilities have been considered and discounted. The principal reasons for this are the proximity of ESAR's existing offer and the reluctance of Sport England to withdraw its objection unless CEC is linked directly to the future management and running of the facilities. It would also be very unlikely that a credible local solution to management could be found that would achieve a balance between Sport England's requirements being met and be a viable solution for CEC and residents.
- 5.4 The proposal for the new facilities has two elements, outdoor facilities to be transferred to CEC and improvements to the existing leisure centre in Alsager (leased to and managed by ESAR). The basic approach taken is one of no cost to CEC however, it is clear that in the medium to long term investment may be required to maintain and operate the new facilities. The solution proposed is that ESAR have the ability to offset the expected loss making outdoor facilities if they receive enhancements to their existing indoor offer (at Alsager Leisure Centre), which should lead to an improvement in their income from the site as a whole (both existing indoor and new outdoor facilities). As part of that income generation ESAR will be responsible for setting aside funding for the replacement costs of significant upgrades particularly the playing surfaces of the artificial grass pitches. Should the sinking fund not be used during the term of ESAR's contract and the lease of the new facilities to ESAR then the fund will transfer back to CEC with the asset on expiry of the lease, to be included in the lease/contract to ESAR.
- 5.5 Valuation advice indicates that value of the land asset transferring to the Council is in the region of £350,000.

- 5.6 It is clear through the business modelling that has been undertaken the outdoor provision is not commercially viable by itself, however when included with an enhancement of Alsager Leisure Centre's offer the two provisions together become a viable proposition.

## **6.0 Wards Affected and Local Ward Members**

- 6.1 Alsager Ward - Cllr Martin Deakin, Cllr Rod Fletcher and Cllr Derek Hough.

## **7.0 Implications of Recommendation**

### **7.1 Policy Implications**

- 7.1.1 As a Commissioning Council, the authority continues to look to provide services to residents in the most efficient way possible. It is considered that the proposal to transfer the land to the Council to be managed by ESAR is in line with this approach.
- 7.1.2 The land, facilities and investment works to the existing leisure centre provided by the developer will be subject to the Council's standard transfer and acquisition procedures and in line with corporate asset management plan policies will be transferred to ESAR to manage and maintain as per their contract and lease agreement rationalising the portfolio and reducing the council's direct liabilities, whilst maintaining service delivery.

### **7.2 Legal Implications**

- 7.2.1 CEC is permitted to acquire land pursuant to section 120 of The Local Government Act 1972. The obligation for CEC to take a transfer of the newly built leisure facilities from DWH (or any subsequent owner of the land) will be contained in the s106 agreement between the landowners and CEC. The s106 agreement will also contain obligations in respect of the payment of any sums by the landowner for improvements to the existing Alsager Leisure Centre site, or the requirements for those works to be undertaken.
- 7.2.2 All of the obligations contained within the s106 agreement will not become binding until the planning consent in respect of the site has been implemented by the landowner.
- 7.2.3 By taking a transfer of the Property and associated sports facilities CEC will be acquiring an asset and the decision to do so needs to be supported by a business case. CEC is currently disposing of surplus assets (rather than acquiring further assets and consequently management and maintenance responsibilities) and additionally has contracted with ESAR to deliver leisure services from its current sites in the Borough under a management contract (with associated lease agreements). The decision to take a transfer of Property and then lease

the Property to ESAR needs to be supported by a business case which addresses the above together with viability of the proposal set out in the background information contained in this report (paragraphs 3 and 4).

- 7.2.4 ESAR manages CEC's leisure facilities under an operating contract and associated leases. In considering the option for ESAR to manage the new sporting facilities, the Council needs to consider the operation of The Procurement Regulations and balance the associated risks against the benefits to the community and the residents of Cheshire of this proposal. Given the nature of the facilities and the viability of their operation as set out in the main body of the report the risk of such challenge is considered to be low.
- 7.2.5 If ESAR are to manage the services from and occupy the Property then the current operating contract can be modified by means of the change control process set out in the contract. The delivery of additional leisure services are within the scope of the contract (which satisfies CEC's internal contract procedure rules on modifying contracts CPR 5.1.6)
- 7.2.6 In relation to the new facilities, consideration should be given to aligning the associated lease which will be required with the operating contract and other lease terms. CEC has the power to grant a lease of the new leisure facility to ESAR, for the purpose of management of those facilities, pursuant to section 123 of The Local Government Act 1972 subject to any disposal for 7 years or more being at the best consideration that can reasonably be obtained.
- 7.2.7 The General Disposal Consent 2003 authorises the disposal of land for 7 years or more at less than best consideration if the undervalue is £2million or less, if the undervalue is higher than £2 million consent to the disposal is required from the Secretary of State.
- 7.2.8 Notwithstanding the above powers CEC has a fiduciary duty to the taxpayers and must fulfil this duty in a way which is accountable to local people.
- 7.2.9 All disposals must also comply with the Europeans Commission's State Aid rules. When disposing of land at less than best consideration CEC is providing a subsidy to the occupier of the land. In such cases CEC must ensure that the nature and the amount of the subsidy complies with State Aid rules, meets the De Minimis rule or falls into one of the permitted exceptions or take a risk based approach balancing the risk of challenge against benefit to the residents of Cheshire.
- 7.2.10 Acquisitions are also subject to similar means of accountability to include best value being obtained. State Aid considerations may need to be considered and in some transactions the complexity may involve procurement legislation and application of the contract procedure rules, for the due diligence information/material, depending on each particular

set of circumstances. Here the acquisition is at nil cost as a result of the transfer of the new facilities being a planning obligation.

### **7.3 Financial Implications**

7.3.1 The Council is receiving land assets and new facilities valued at over £4.8m in the provision of new facilities and a further £486,000 investment in the existing facilities at Alsager Leisure Centre. The market value of the transferring land is £350,000.

7.3.2 The investment in the existing leisure centre will reduce the maintenance liability in the short term and any increase in long term maintenance liability will be offset by the sinking fund to be created and protected in the legal agreements with ESAR.

7.3.3 ESAR will contract and lease the land and facilities and all financial liability for it by back to back simultaneous legal agreements so there will be no direct liability for costs in the interim for CE. It will all be managed via the ESAR contract. In line with the Business Case in the Sports Needs Assessment for DWH's proposed development, the sport and leisure facilities would be managed by ESAR for the length of their operating agreement at no cost to CEC. This will include future capital replacement costs such as surface replacements of the two all weather pitches. ESAR have agreed formally to manage the facilities and accept a lease of the same from CEC for this purpose.

### **7.4 Equality Implications**

7.4.1 The new provision on the site will be fully accessible to all residents and a range of programmes and facilities will be developed to attract a wide range of user groups.

### **7.5 Rural Community Implications**

7.5.1 The new leisure facility will serve as a sports destination offering a range of accessible facilities not only for Alsager town residents but also the wider rural communities in and around this locality.

### **7.6 Human Resources Implications**

6.6.1 There are no implications as all the faculties will be contracted to and managed by ESAR and no staffing implication are attached to this proposed transfer of land or investment in the leisure centre.

### **6.7 Public Health Implications**

6.7.1 The new sports hub and leisure centre improvements will be a significant contributor to the Corporate Plan Outcome 5 – People live well and for longer and this will encourage a significant increase in

the number of people undertaking sport and active recreation in Alsager.

## **6.8 Other Implications (Please specify)**

6.8.1 The existing lease and contract to ESAR will need to be modified as stated to reflect their acceptance and willingness to take over the transferring facilities and investment and modifications to the leisure centre.

## **8.0 Risk Management**

8.1 CEC not accepting a transfer of the sporting facilities to be built as part of DWH's overall development will have a significant impact on the delivery of DWH's scheme and will result in Sport England maintaining their objection to the planning consent being granted.

8.2 Should CEC accept the transfer of the leisure facilities it is accepting the liabilities and risks associated with the ownership and management of an asset. In addition CEC would be accepting the risk of the future costs related to the operation of the asset, however the Business Case set out in the Sports Needs Assessment provided by DWH has demonstrated that such future costs can be met by ESAR as part of the income generated for the whole site, including the improved Alsager Leisure Centre facilities.

8.3 CEC's service lead for ESAR has considered the attached Business Case which sets out that the asset could be brought in by CEC and be sustainable. This is based on assessment by ESAR, who are positive about the scheme and who indicated their agreement to be involved in the future management and running of the new leisure facilities through a formal decision made by the ESAR Board.

8.4 As additional risk mitigation for CEC, it is proposed that management of the new facility would be dealt with as a variation to the existing Operating Agreement with ESAR. To ensure that this process can be facilitated smoothly as part of a back to back transfer to CEC and a subsequent lease to ESAR an officer group of required service representatives has been set up.

## **9.0 Access to Information/Bibliography**

9.1 Access to more information is available by contacting the report writer.

## **10.0 Contact Information**

10.1 Contact details for this report are as follows:

**Name: Andy Kehoe**  
**Designation: Head of Asset Management**  
**Tel. No.: 07973 892082**  
**Email: andy.kehoe@cheshireeast.gov**



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# Alsager Sports Needs Assessment (SNA)

## Final Report

December 2014



*Neil Allen Associates Registered Office:  
20 Brook Road, Lymm, Cheshire, WA139AH  
A limited company, registered in  
England and Wales no. 616528*



## Introduction

This report summarises the findings of the assessment of needs for indoor sports facilities and outdoor sports pitches in Alsager. This Sports Needs Assessment (SNA) is presented to provide the basis for partner agreement and moving forward with the planning application for the Manchester Metropolitan University (MMU) site.

The SNA summarises and updates all previous reports as appropriate and focuses on the issues raised at various meetings with Sport England and the workshop session held with all partners on December 2<sup>nd</sup>.

It outlines the evidence collated relating to playing pitches and indoor sports facilities and uses this to set out the facilities required at the MMU site to meet local need. It also demonstrates how the proposals meet Sport England Planning policy. Appendix one sets out an outline business plan to illustrate how the proposals can be delivered sustainably.

The SNA is not a planning application; the findings of the SNA will be used as the basis for the final planning application alongside other supporting information.

## Planning Policy Context

### **The National Planning Policy Framework (NPPF)**

The National Planning Policy Framework (NPPF) recognises the clear link between sport and health. Directly referencing open space and sport, paragraph 73 of the NPPF states:

*'Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessment should be used to determine what open space, sports and recreational provision is required.'*

Furthermore Paragraph 74 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- *an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements;*
- *the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or*
- *the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.*

National planning policy is further supported by Sport England's policy on the loss of playing fields as set out in 'A Sporting Future for the Playing Fields of England'(2010). Sport England is a statutory consultee for any planning application that affects playing fields and the policy is an interpretation of how national planning policy is implemented. Sport England's policy states that that Sport England would oppose the granting of planning permission for any development which would lead to the loss of or prejudice the use of all or part of a playing field – or land last used as a playing field in an adopted or draft deposit local plan, unless, in the judgement of Sport England, one of the specific circumstances applies.

The policy states Sport England will not object to the loss of playing fields where one or more of the following exception criteria are met:

- **E1** – A carefully quantified and documented assessment of current and future needs has demonstrated to the satisfaction of Sport England that there is an excess of playing field provision in the catchment, and the site has no special significance to the interests of sport
- **E2** - The proposed development is ancillary to the principal use of the site as a playing field or playing fields, and does not affect the quantity or quality of pitches or adversely affect their use
- **E3** - The proposed development affects only land incapable of forming, or forming part of, a playing pitch, and does not result in the loss of or inability to make use of any playing pitch (including the maintenance of adequate safety margins), a reduction in the size of the playing areas of any playing pitch or the loss of any other sporting / ancillary facilities on the site
- **E4** – The playing field or playing fields, which would be lost as a result of the proposed development would be replaced by a playing field or playing fields of an equivalent or better quantity and or equivalent or better quality, in a suitable location and subject to equivalent or better management arrangements, prior to the commencement of development
- **E5** - The proposed development is for an indoor or outdoor sports facility, the provision of which would be of sufficient benefit to the development of sport as to outweigh the detriment caused by the loss of the playing field or playing field.

Sport England has published two new methodologies for how NPPF compliant *needs assessment* work should be undertaken:

- The Assessing Needs and Opportunities Guide (ANOG)
- The Playing Pitch Strategy methodology (PPS)

Essentially these form the new 'how to do' needs assessments for indoor and outdoor sport in England and represent sports response to paras 73 and 74 of the NPPF. Whilst they are mainly aimed at local authorities they provide a guide for all organizations with plans to develop their sports facilities.

Therefore in line with the NPPF and Sport England Playing Fields policy, this report sets out a sport and leisure needs assessment for Alsager<sup>1</sup> and the surrounding area based on Sport England methodologies and illustrates how the proposals meet NPPF and PPS policy.

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<sup>1</sup> Alsager was agreed at the scoping stage with Sport England as a sensible catchment on which to base the analysis. The Council PPS has slightly extended the boundaries and this update has been picked up in the updated PPS analysis to ensure the SNA is consistent with the Council's PPS

## Indoor Sport Facilities – ANOG Analysis

In terms of the sports facilities at the current Alsager site, these have included in the past:

- 6 senior grass football pitches (one floodlit for training purposes)
- 2 senior grass rugby pitches
- 1 full-size floodlit sand based Artificial Grass Pitch (AGP)
- Cricket square
- 8 tarmacadam tennis courts (5 netball courts)
- 4-court sports hall, plus 2 x performance studios, 18 station fitness suite, old school gym and ancillary provision
- Swimming pool

The indoor facilities are now closed. The pool finally closed in 2010 and the sports hall in 2012. Both facilities were provided for MMU students. Alongside the students, as part of the rationalisation programme, MMU sports provision has now moved from Alsager to Crewe. In 2010 a new 8-court sports hall, 50 station fitness suite and three quarter size 3G AGP was developed at the Crewe campus, alongside new exercise and sports science provision. Cheshire East Council (CEC) is also developing a new 8-lane swimming pool, with 17m training pool in Crewe. All developments will have significant community sporting impact and help to offset the losses at Alsager. Partnerships for outdoor sport are also now in place across Crewe (detailed in the PPS section), again bringing significant investment into community sport. Despite this investment MMU remain committed to providing an appropriate sporting legacy for Alsager.

Initial closure of the MMU pool did put pressure on Alsager Leisure Centre and neighbouring pools in terms of accommodating swimming; however usage has now been accommodated elsewhere, demonstrating the capacity in the catchment area. In terms of the MMU sports hall this had limited usage, when it was last open, which comprised<sup>2</sup> - Mondays 8pm to 9pm for Triton Hockey Club and Tuesdays 6.30pm to 8pm for AFC Football Club. Because the sports hall was primarily for student academic and recreational use there was not a high level promotion of the facilities however access to the sports hall was never restricted and when the site was in *fully operational* only two or three clubs ever regularly used the hall.

In setting out the summary of indoor needs it should be stressed that discussions with CEC and Sport England in relation to previous needs assessment work have accepted the arguments for the loss of the swimming pool and sports hall. This was not an area of concern flagged up at consultation meetings or the partner workshop. The summary set out below is therefore presented largely for completeness.

### Summary of Indoor Needs

In line with the NPPF it is therefore necessary to illustrate that the key indoor facilities – swimming pool and sports hall are surplus to requirements, can be lost in sports planning terms and do not need to be *re-provided* as part of the development of the MMU site.

Using the ANOG methodology the SNA concludes there are no identifiable deficiencies in indoor sports hall provision in line with paragraph 73 of the NPPF, the current MMU hall had limited community sporting value in terms of needs and use and is surplus to requirements in line with paragraph 74 of the NPPF. It does not need to be *protected* as there is sufficient

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<sup>2</sup> Booking records supplied by MMU when the facility was last open

*quantity, quality, access and availability* to sports hall provision in the Alsager and wider catchment to meet needs.

There is *theoretical* over provision of sports halls in the Alsager and wider catchment according to Sport England Facilities Planning Model (FPM) analysis. Utilising the Sport England Sports Facility Calculator (SFC)<sup>3</sup> for the current Alsager population suggests the need for 3.28 courts, rising to 3.95 when the implication of population growth is built in<sup>4</sup>. The Alsager Leisure Centre site is currently a 6 court sports hall which would therefore meet sports hall needs. There is therefore no need for two large sports halls, (10-courts in total i.e. 6 at ALC and 4 at MMU), in close proximity to meet current and future sports hall needs in Alsager.

Alsager therefore has sufficient sports hall provision at the Alsager Leisure Centre (ALC) site to meet current and future needs based on population and predicted growth. There was little or no community *pay and play* use of the MMU sports hall previously. The capacity of both MMU (when it was open) and ALC is low i.e. they are not full. In terms of ALC the Council feel to accommodate additional use is a matter of programming and not a provision issue. The Council therefore feel there is still capacity at the sports hall at ALC even with the closure of MMU. Clubs, who previously used the MMU site, have been largely re-located to a combination of other sites including at ALC and the new MMU 8-court hall at Crewe.

As the MMU sports hall is opposite ALC, its continued closure does not and would not pose any accessibility issues.

ALC does though require investment, in quality terms the facility is aging. Enhancement and investment at ALC would present a more sustainable long-term solution in terms of sports hall provision in Alsager, rather than *protecting (re-opening) or re-providing* a sports hall at the MMU site, which would result in over-provision and an unsustainable position. There would be a duplication of facilities and two investment and maintenance liabilities. The Council and the Leisure Trust supports this position.

There are no identifiable deficiencies in swimming pool provision in line with paragraph 73 of the NPPF, the current MMU pool has no sporting value in terms of needs and use and is surplus to requirements in line with paragraph 74 of the NPPF.

Analysis in Alsager utilising the Sports Facility Calculator (SFC) suggests the need for 2.39 lanes of a pool, rising to 2.88 when the implication of various population growth scenarios are built in (as above). The Alsager Leisure Centre site is currently a 6-lane pool, which would therefore meet swimming pool needs. In terms of the standard in the CEC Local Infra-structure Plan (LIP) of providing 13m<sup>2</sup> water per thousand population, this would equate to a need for 191.49m<sup>2</sup> for the future population of Alsager. The current pool provides significantly more water space than this.

Development of the new Crewe Pool (being promoted by CEC) and investment in provision at ALC would more than meet the swimming needs of both Crewe and Alsager<sup>5</sup>. Initial closure of the MMU pool did put pressure on ALC but users have now been accommodated elsewhere. It is accepted locally by all partners that the pool is not sustainable. Enhancements at ALC and the potential new provision in Crewe would meet swimming provision needs in Alsager and the wider catchment going forward. This is supported by the FPM analysis, which was set out in detail in the earlier needs assessment work.

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<sup>3</sup> Cheshire East Local Development Framework LIP: Baseline Report 2011 Chapter 14 Culture and Leisure recommends the use of Sport England tools to assess supply and demand

<sup>4</sup> Based on potential future growth in town to 14,730

<sup>5</sup> It is accepted that swimming pools have larger catchment areas

The two large indoor sports facilities in the town of Alsager provided by ALC and the former indoor provision at the MMU site therefore represent over-provision for the town of Alsager, as illustrated by the analysis above and highlighted in the table below. The indoor provision at MMU was provided in large part for the student population, now that has gone the level of provision is in excess of local population needs both now and with growth factored in. The effect of population and household growth will also have a negligible impact on this as illustrated.

The level of provision provided by ALC in terms of sports hall and swimming pools is sufficient to meet current and future needs. There are quality issues at the site and potential to increase capacity and adjust programming to accommodate club needs better in the sports hall but in terms of indoor space it is not a *provision* but more a *management* issue. The development of the new pool in Crewe alongside investment in ALC will meet both Crewe and Alsager's wider catchment area swimming needs going forward.

The table overleaf summarises the needs assessment for sports halls and swimming pools and the recommended policy priority for Alsager.

Table 1 – ANOG Summary Table

	Sports Hall Provision	Swimming Pool Provision
<b>Quantity</b>	<ul style="list-style-type: none"> <li>There is theoretical over provision of sports halls in the Alsager and wider catchment (see detailed analysis)</li> <li>Utilising the Sport England Sports Facility Calculator (SFC) for the current Alsager population suggests the need for 3.28 courts, rising to 3.95 when the implication of population growth is built in. The Alsager Leisure Centre site is currently a 6 court sports hall which would therefore meet sports hall needs</li> <li>There is therefore no need for two large sports halls, (10-courts in total), in close proximity to meet current and future sports hall needs in Alsager</li> <li>The current operators at ALC confirm there is sufficient quantity of provision</li> <li>Sporting make-up of catchment does not reflect a 'sports hall profile' more elderly population, which requires smaller flexible activity space, this will be provided as part of the investment at ALC to mitigate indoor loss, an element may also be built into the clubhouse design</li> </ul>	<ul style="list-style-type: none"> <li>Analysis in Alsager utilising the Sports Facility Calculator (SFC) suggests the need for 2.39 lanes of a pool, rising to 2.88 when the implication of various population growth scenarios are built in</li> <li>The Alsager Leisure Centre site is currently a 6-lane pool, which would therefore meet swimming pool needs</li> <li>In terms of the standard in the CEC Local Infra-structure Plan (LIP) of providing 13m<sup>2</sup> water per thousand population, this would equate to a need for 191.49m<sup>2</sup> for the future population of Alsager. The current pool provides significantly more water space than this</li> </ul>
<b>Quality</b>	<ul style="list-style-type: none"> <li>The ALC site is 6-courts and therefore provides a more flexible configuration than the MMU site. It meets the needs of most sports hall sports</li> <li>The current ALC site is now over 30-years old and some enhancement is required, which forms part of the recommended way forward</li> </ul>	<ul style="list-style-type: none"> <li>The pool has been closed now for approaching 3-years and is de-commissioned</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>The MMU sports hall is directly opposite the ALC site. Its closure will not present a barrier in terms of physical location to users who can just as easily access ALC</li> <li>There is also significant new sports hall provision in Crewe (8-court hall), which is accessible in a 15-minute drivetime, this is used by basketball and netball clubs who previously used MMU</li> <li>Local 'walk to' and wider 'drive to' catchments are therefore adequately accommodated in terms of sports hall provision</li> </ul>	<ul style="list-style-type: none"> <li>The MMU swimming pool is directly opposite the ALC site. Its closure will not present a barrier in terms of physical location to users who can just as easily access ALC</li> <li>There is also significant new swimming pool provision planned in the wider catchment, which will be accessible in a 15-minute drivetime</li> <li>Local 'walk to' and wider 'drive to' catchments are therefore adequately accommodated in terms of swimming pool provision</li> </ul>
<b>Availability</b>	<ul style="list-style-type: none"> <li>MMU when open was not used as a community sports hall as students dominated usage. There was little community use</li> <li>ALC has capacity to accommodate more use. The theoretical model suggests it is operating at only 50% capacity, consultation with the management team confirms there is availability in the sports hall</li> </ul>	<ul style="list-style-type: none"> <li>When operating the pool was available however previous clubs and user groups have now been accommodated elsewhere</li> </ul>

Sports Hall Provision	Swimming Pool Provision
<ul style="list-style-type: none"><li>Pricing at ALC in line with local norms and is not a barrier to availability</li></ul>	

In developing the SNA, consultation with the CEC, the Trust, clubs and governing bodies does not suggest any strategic priority for the sports hall or swimming pool on the MMU site.

In terms of general health and fitness provision there does however appear to be scope to increase provision for the town based on the supply and demand analysis, particularly owing to the loss of the health suite at MMU and the flexible studio spaces. It would appear sensible for this to form part of any redevelopment of ALC, to further develop the indoor hub concept and help lift the quality of ALC. The replacement of a facility at this site would address the shortfall left by the loss of MMU (20 stations) and studio space and would also increase the quality and attractiveness at ALC and limit the reliance on commercial centres to fulfil a community function.

Given all the evidence and the existing levels of supply a sensible strategy moving forward for tennis in Alsager would appear to be to invest in the enhancement of current provision across the town, which is significant, as opposed to protecting facilities at MMU. Cheshire East and Alsager is not a priority area for the Lawn Tennis Association whose future strategy focuses on urban areas. There is good provision across the town at Alsager Tennis Club. The Council's own green space strategy also notes the priority on Alsager Bowling and Recreation Club. Future investment in the school / Leisure Centre courts may be a future priority for the school. In terms of need, enhancing these courts as opposed to protecting the MMU courts or providing new provision would appear the sensible way forward for Alsager as a whole. This would also have the added benefit of providing upgraded facilities for netball, which link into the indoor space at ALC.

## **Meeting NPPF Policy**

To meet the indoor sport needs in Alsager enhancing the current ALC site presents the sensible way forward in line with the evidence and needs and the Council's strategy of developing key indoor hub sites. ALC is the key indoor site for the town of Alsager. The town cannot sustain two.

Alsager does not need the duplication of indoor provision at both ALC and MMU, therefore the indoor provision at MMU is surplus to requirements in line with NPPF para 74 and does not need to be *protected or re-provided*, other than the fitness suite and studio space.

## **Conclusion**

Based on the needs assessment and previous discussions with the Council and Sport England investment will be provided to enhance Alsager Leisure Centre focusing on addressing the identified deficiency in health and fitness provision and studio space. The Council has aspirations to increase the health and fitness provision from 32 stations to 64 stations through the conversion of a squash court and development of extra studio space.

## Outdoor Sports Facilities – PPS Analysis

This section evaluates the requirement for playing fields in the Alsager area in the context of the current and potential demand and is the key area of clarification sought by Sport England. All the data used in the analysis (other than where stated differently) uses the Council's data, collated as part of their PPS

The analysis considers:

- Current and future needs for playing pitches within Alsager
- The adequacy of existing provision to meet current and future needs
- Way forward in terms of pitch requirements at the MMU site.

### Methodology

The basis for decision making in relation to playing fields is typically a local authority playing pitch strategy (PPS). Cheshire East Council are in the process of producing their PPS and a fully adopted document is therefore not available. In line with planning policy where the Council do not have approved strategies and policies Developers / applicants are encouraged to develop their own needs assessment work to make the case, hence the SNA.

This assessment therefore uses the Sport England Playing Pitch Methodology (*set out in Playing Pitch Strategy Guidance, An Approach to developing and Delivering A Playing Pitch Strategy, Sport England 2013*) to determine the current and projected future demand for playing fields in Alsager.

Where data is available from the playing pitch assessment that is currently underway, this information has been supplied by Cheshire East Council and used to form the basis of the evaluation. The data used in the SNA is therefore compatible and reflects the PPS data and will ultimately reflect the PPS findings. For further consistency with the Councils emerging Playing Pitch Strategy, this assessment considers supply and demand in the ward of Alsager, as well as the adjacent ward of Odd Rode.<sup>6</sup>

### History of Site Usage - University Playing Pitch Needs

MMU Football, rugby and hockey teams have historically been based at the MMU site in Alsager. Reflecting the move of the university to Crewe, these teams have all relocated from this site and the playing fields in Alsager are no longer required for university sport. Teams have been relocated as follows:

- **Hockey** – now play at the Crewe Vagrants Hockey Club having developed a partnership with the club. This partnership included relaying the synthetic pitch, which was significant investment from MMU. University teams play at the site outside of peak hockey times and there is no impact on the overall capacity of the facility.
- **Rugby** – the rugby teams have also relocated to the Crewe Vagrants site linking with Crewe and Nantwich RUFC. There are no residual rugby requirements in Alsager. Crewe and Nantwich RUFC currently use the two pitches on the Crewe Vagrants site (which are now also used by the university teams) as well as pitches at Nantwich High School. While capacity at the site is currently constrained, permission and funding for

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<sup>6</sup> Previous analysis only considered Alsager

the creation of four new pitches at a nearby site in Wynbunbury Road has recently been secured. These new facilities will mitigate the impact of the additional teams from MMU and secure the long term future of the rugby club. These facilities are to be open by 2015 and MMU have funded drainage and irrigation work to ensure that quality is maintained and that additional demand created by the university teams can be accommodated without a negative impact on the site.

- **Football** – the MMU football teams have moved to Sandbach United FC and have developed a partnership with the club. This includes running a BTEC course and footballing academy. The university teams use facilities outside of peak time hours and therefore do not impact upon the ability of community teams to use facilities during peak hours although they do add weekly wear and tear. The university are also using in the Cumberland Arena in Crewe. Future investment in football facilities in Crewe has yet to be finalised, but current discussions focus around improvement of facilities at the Cumberland Arena.

All university teams have therefore been successfully relocated through a combination of upgrades and new facility provision and there are no further requirements for university related teams to access outdoor sports facilities in Alsager.

The MMU pitches which remain will therefore be for the use solely of the Alsager community, which is a significant added benefit from the previous dual-usage.

The remaining demand for sports facilities in Alsager is therefore from the community. The analysis therefore outlines the current demand and summarises the adequacy of supply to meet demand, providing an overview of the facilities required.

## Demand

Appendix B summarises all of the teams based in Alsager. This includes teams that are associated with Alsager based clubs, but travel outside of the town to play, whether voluntarily (for example to play in a league that is run from a central venue) or by requirement (for example due to a lack of facilities in Alsager). The team data is the Councils data from the PPS, except the figures for AFC Alsager, which have been updated since the PPS return<sup>7</sup>.

It indicates that:

- There are a total of 30 teams based in the town
- There are six adult teams. Five of these currently require pitches in Alsager – this equates to 2.5 match equivalents per week. The remaining team (Scholar Green FC) travel outside to Clough Hall in Stoke. Alsager Arms FC folded this year, in September 2014
- There are 10 youth teams (aged U13 – U16) based in Alsager and demand therefore equates to 5 match equivalents per week. Of these, 6 (3 match equivalents) currently travel outside of the town to play. Most of these teams are based at AFC Alsager and they travel outside the town due to a perceived lack of appropriate facilities within it
- There are 6 teams playing 9v9 football, all within the South Cheshire Youth League – three of these currently travel outside of the town to play. Demand therefore equates

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<sup>7</sup> The AFC Alsager return for the PPS was out of date and reflected the position on 2012-13

to a total of 3 match equivalents (1.5 of which are currently accommodated within the town)

- There are 5 teams playing 7v7 (2.5 match equivalents) and 3 playing 5v5 football (1.5 match equivalents). All of these teams play in the Crewe Alex Soccer Centre League which is a central venue league. These teams therefore travel outside of the town to play.

Appendix B indicates that with the exception of 3 adult teams, all competitive play takes place on a Sunday morning, and this is dictated by the league structures in the area. This means that there is a high peak time demand and that almost all play in the town needs to be accommodated within the same time period.

Dominating a small number of single teams, there are two large football clubs with multiple teams – Alsager Town FC (first team play at Step 5 of the National League Pyramid) who have senior teams as well as older youth teams and AFC Alsager, who focus primarily on junior teams, although have senior teams to support the transition between junior and senior football. AFC Alsager has grown significantly in recent years from its creation in 2007 and is now one of only 21 Community Charter Standard Clubs in Cheshire.

AFC Alsager indicate that while some teams within the club travel outside the club to participate in central venue leagues (and would continue to do so if additional pitches were provided within Alsager) some teams are currently displaced – travelling outside of Alsager due to a lack of capacity within the town. The club are currently playing within the South Cheshire league, but are likely to change leagues next season (2015 – 2016). They will still require home and away pitches in their new league. The club have confirmed that the South Cheshire League is not a central venue league and that they require pitches in Alsager.

### **Other Demand**

In addition to the formal teams, AFC Alsager also operate a crèche for young players 4 and upwards and have 50 players attending on a Saturday morning. The club also run tournaments and are building links with local primary schools and the high school, offering a football programme. In addition, linking with club aspirations to provide a high standard of coaching, a coach education programme takes place every Thursday. All of these activities require the use of appropriate facilities.

### **Training**

All of the 30 teams based within Alsager currently train at least once per week and the mini teams based at AFC Alsager (5v5 and 7v7) train twice. While some training activity takes place on a Saturday morning (mini squads) the majority is midweek (predominantly Monday / Tuesday and Wednesday), there are also development squads which train three times.

Training activity currently takes place primarily on sand based pitches at MMU and Alsager Leisure Centre as there are no 3G pitches available within the immediate vicinity and with the exception of Woodlands Stadium (which is used by Alsager Town on occasion for training) there are no floodlit grass pitches. Some teams do however travel to use 3G pitches in Crewe and Sandbach for training and must do so midweek, as they are unable to access suitable floodlit pitches in Alsager. Cheshire FA indicate that sand based facilities are no longer considered appropriate for club training and that all football activity should take place on grass and / or 3G pitches meeting with FA design criteria.

## Supply

Table 2 summarises the existing football pitches in Alsager and the level of community use that is available at each site. This information is extracted directly from information collated by Cheshire East Council as part of the preparation of the Playing Pitch Strategy (PPS). This represents the most up to date information available at the time of preparation of this report.

Quality ratings have also been assigned to each pitch. These are based on Non Technical Assessments carried out across Cheshire East as a whole and grade the pitches in the context of all pitches within the local authority area. The assessment of sites as good, standard or poor therefore rates pitches relative to other provision within the Cheshire East Council area. This information has been supplied by Cheshire East Council and is still subject to change, but again represents the most up to date information available and has been used for consistency with the emerging PPS.

It should be noted that concerns have been raised by both the FA and AFC Alsager with regards the results of the quality assessments, specifically with regards pitches at Milton Park and Wood Park. The club indicate that these pitches are considered to be of poor quality and unsuitable for league play. The impact of this will be taken into account when evaluating pitch requirements for the MMU site.

**Table 2 - Football Pitch Sites in Alsager**

Site name	Adult Pitches	Youth Pitches (11v11)	9v9 Pitches	7v7 Pitches	5 v 5 Pitches	Level of Community Use	Quality Assessment	Notes
Alsager Academy / Alsager LC	1	1				Available and Used	Standard	
Cedar Avenue			1			Available and Used	Standard	
MMU	3					Available and Used	2 x standard, 1 x good	Club and FA consider facility to be poor and unusable
Cranberry Academy					2	Available and Used	Good	School Pitch Site – usage is archery and other outdoor sports
Milton Park		1				Available and Used	Standard	Club and FA consider facility to be poor and unusable
Pikemere School				1		Available and Used	Standard	
Scholar Green Primary School				1		Available and Used	Good	
Wood Park Stadium (The Town Ground)	1					Available and Used	Good	Club and FA consider facility to be poor and unusable
Alsager Highfields Community				1		Available but unused	Standard	

Site name	Adult Pitches	Youth Pitches (11v11)	9v9 Pitches	7v7 Pitches	5 v 5 Pitches	Level of Community Use	Quality Assessment	Notes
Primary School								
Portland Drive	1					Available but unused	Standard	
Wood Park		2				Available but unused	Standard	
Excalibur Primary School				1		Not available	Standard	
Rode Heath Primary School				1		Not available	Standard	

Table 2 indicates that there are 18 football pitches in total. Three of these pitches are currently situated at the MMU site and there is scope to mark out more pitches. Nine of the pitches are located at school sites and all but two are available to the community. With the exception of pitches at Alsager Academy (two), all others are at primary schools and are therefore 7v7 or 5 v 5 pitches.

The quality of pitches is directly linked to the amount of games that can be sustained on the site per week. FA guidance relating quality to capacity (*included in the Sport England document, Playing Pitch Strategy Guidance, An Approach to Developing and Delivering a Playing Pitch Strategy*) is summarised in Table 3 for reference purposes.

**Table 3 – Site Capacity Ratings**

Pitch Quality Rating	Adult Football	Youth Football	Mini Soccer
Good	3	4	6
Standard	2	2	4
Poor	1	1	2

Table 4 uses the site capacity (Tables 2 and 3) and the demand for pitches (Appendix B) and summarises the current use of each pitch. It indicates whether the site is at capacity or overplayed. Pitches at school sites have been assumed to sustain one match equivalent per week per pitch of school use as well as any community activity that is hosted.

It considers both:

- Use of pitches across the week and the amount of spare capacity available
- Spare capacity of pitches available at peak time.

It should be noted that Table 4 illustrates only the current use of pitches in Alsager – it does not include teams that would like to play in Alsager but are not currently doing so (displaced demand). The Sport England methodology highlights the importance of considering displaced demand and where this is generated by a lack of pitches (i.e. teams forced to travel) emphasises that these teams should be considered within the overall requirements for the local area.

**Table 4 – Current Use of Pitches in Alsager**

Site Name	Users	Pitch Type	NTA Rating	Ancillary Facilities	Site Capacity	Community Match Equivalents	Education / Training Use (Match Equivalents)	Total Use (Match Equivalents)	Capacity Available	Peak Time Availability	Notes
<b>Alsager Academy (Alsager LC)</b>	Bank Corner FC	Adult 11v11	Standard	Yes	2	0.5	1	1.5	0.5	0.5	
<b>Portland Drive</b>	n/a	Adult 11v11	Standard	No	2	0	0	0	2	1	
<b>Wood Park Stadium (Also Known As The Town Ground)</b>	Alsager Town	Adult 11v11	Good	Yes	3	1	1	2	0	0	Semi professional club at Tier 5 in pyramid. Reserved for club matches but also accommodates some training activity. Listed as no additional capacity as site is dedicated for semi professional team.
<b>MMU</b>	AFC Alsager		1 x good, 2 x standard	Yes	7	1	0	1	6	2.5	
<b>Alsager Highfields Community Primary School</b>	n/a	Mini (U7s-U8s) 5v5	Standard	No	4	0	2	2	2	1	
<b>Cranberry Academy</b>	Archer y	Mini (U7s-U8s) 5v5	Good	No	12	6	4	4	2	2	

Site Name	Users	Pitch Type	NTA Rating	Ancillary Facilities	Site Capacity	Community Match Equivalents	Education / Training Use (Match Equivalents)	Total Use (Match Equivalents)	Capacity Available	Peak Time Availability	Notes
<b>Pikemere School</b>	Non football uses	Mini (U9-U10) 7v7	Standard	No	4	0	2	2	2	1	
<b>Scholar Green Primary School</b>	n/a	Mini (U9-U10) 7v7	Good	No	6	0	2	2	4	1	
<b>Cedar Avenue</b>	AFC Alsager	Youth (U11-U12) 9v9	Standard	No	2	1.5	0	1.5	0.5	0.5 (if matches are played consecutively)	
<b>Alsager Academy (Alsager LC)</b>	AFC Alsager	Youth (U13-U16) 11v11	Standard	Yes	2	1	1	2	0	0	
<b>Milton Park</b>	n/a	Youth (U13-U16) 11v11	Standard	No	2	0	0	0	2	1	Club indicate that this site is of poor quality and unsuitable for league play
<b>Wood Park</b>	Alsager Town	Youth (U13-U16) 11v11	Standard	No	4	1	0	1	3	1	Note only one pitch currently appears to be marked out

Table 4 therefore indicates that in theory, there is spare capacity at most pitch sites across the town. With the exception of school sites offering 7v7 and 5 v 5 pitches, this is however relatively limited. In more detail, and taking figures at face value only (and excluding displaced teams), capacity analysis based on the current play indicates that:

- There is spare capacity for 8.5 adult games per week. Adult play is now split between Saturday PM and Sunday AM and because of this demand is more evenly spread and at peak time, there is scope to accommodate an additional 4 matches. This however assumes that three pitches are available at MMU Alsager. If these are excluded, there is capacity for just one additional match, and teams currently playing at MMU Alsager would need to be relocated.
- For junior teams (U13 – U16), there are sufficient pitches, with spare capacity for 5 matches during the week, and 2 at peak time
- Similarly, there is spare capacity on 9v9 pitches. 0.5 additional matches could be accommodated during the week and similar could be accommodated at peak time, but only if games were played consecutively (ie. kick off times staggered).
- There is no 7v7 or 5v5 competitive football taking place within the town, as all matches are played at central venues. Spare capacity therefore equates to 10 matches during the week, or 5 at peak time. All of this spare capacity is at small primary school venues.

There are two public facilities that are not used at all – at Portland Drive, Scholar Green and Milton Park, Alsager. Scholar Green Football team currently travel out to Stoke on Trent (Clough Hall Park) to play. Milton Park is also not used as although the site was invested in within the last couple of years, the club believe that it has since returned to its previous condition and is considered unsuitable for play.

The initial theoretical calculation of overall pitch capacity however disguises several issues. In order to consider the adequacy of pitch provision in Alsager in more detail therefore, and to take into account the displaced demand that is evident, the current supply and demand is evaluated by pitch type in the section that follows. Consideration is also given to the impact of quality issues raised in relation to specific sites, as well as the role that the MMU site currently plays in pitch provision.

### **Adult Football Pitches**

Table 5 uses the information provided in Table 4 to summarise the demand for and supply of adult football pitches across Alsager. Table 5 includes two scenarios – one including the pitches at MMU, and one excluding these sites and relocating the teams that are currently based at this facility.

The stadium pitch belonging to Alsager Town accommodates the club's first team (a pyramid club) and reserve team and meets these needs. It does not offer a community resource for any additional teams and therefore cannot be considered suitable for any further play. This is reflected in the calculations undertaken.

**Table 5 – Supply and Demand for Adult Football Pitches**

Scenario	Demand across the week (Match Equivalents)	Demand at Peak Time (Match Equivalents)	Displaced Demand	Current Capacity (Match Equivalents)	Spare Capacity (Match Equivalents)	Available capacity at peak time (Match Equivalents)
<b>Including MMU pitches</b>	3	1.5	0.5 – Scholar Green	14	8.5 (note Alsager Town considered to have no additional spare capacity due to nature of site)	4
<b>Excluding MMU pitches</b>	3	1.5	0.5 – Scholar Green	7	2.5 ((note Alsager Town considered to have no additional spare capacity due to nature of site)	0.5

When evaluating the information presented in Tables 4 and 5 and considering other issues that are apparent in relation to adult football in the town, it can therefore be concluded that:

- There is enough capacity within the existing pitch stock to accommodate adult football. The spare capacity is situated at Portland Drive (1 match equivalent at peak time – site is not used) and Alsager Leisure Centre (0.5 match equivalents at peak time).
- The loss of pitches at the MMU site would see one match equivalent per week relocated, and overall spare capacity would then reduce to just 0.5 match equivalents at peak time, meaning that there is little scope for growth.
- The small amount of spare capacity at Alsager Leisure Centre, equivalent to 0.5 match equivalents per week at peak time would mean that 1 additional team could be housed at this site. The remaining team currently playing at MMU would however need to travel to Portland Drive. While the pitch at Portland Drive is located within the Alsager analysis area, the site is located outside of the town in Scholar Green (Scholar Green FC currently travel into Stoke to play). The site has no changing accommodation and therefore does not meet with league regulations – it is therefore not currently suitable to accommodate any of the identified teams. If teams cannot be accommodated at this site, and no adult pitches were provided at MMU, there would therefore be a theoretical shortfall of 0.5 match equivalents.

**To accommodate current demand for competitive adult football, there is therefore a requirement for a minimum of 0.5 match equivalents (1 pitch) on the MMU site.**

As AFC Alsager play on a Saturday afternoon, two further teams (one match equivalent) can be accommodated on a Sunday morning. There is only one adult team at AFC Alsager.

If all demand (excluding Alsager Town who have their own facilities) was to be accommodated at the MMU site, there would be a requirement for one pitch to meet current demand.

### Youth Football Pitches

11v11

- Table 6 uses the information provided previously to summarise the demand for and supply of 11 v 11 youth football pitches across Alsager. It considers both the current scenario and also provides an overview of the impact of accommodating the displaced demand within the town. All of the facilities available for youth football are single pitch sites with the exception of Wood Park (2 pitches). Club teams are therefore dispersed across multiple sites

**Table 6 – Supply and Demand for Youth Football Pitches**

Scenario	Demand across the week (Match Equivalents)	Demand at Peak Time (Match Equivalents)	Current Capacity	Spare Capacity across the week (Match equivalents)	Spare Capacity at peak time (Match Equivalents)
Current	3	3	8 match equivalents total	5 match equivalents	2 match equivalent.
Including Displaced Demand	5.5	5.5	8 match equivalents	2.5	-0.5 (insufficient provision).

The analysis therefore indicates that for youth football:

- Theoretically, there is spare capacity for additional play when excluding the displaced demand, with 1 match equivalent available at peak time.
- The pitches at Wood Park are used by Alsager Town Teams and there is a small amount of capacity for additional play. One of the pitches is not currently used however the other pitch is at capacity at peak time. There is therefore scope to accommodate an additional match on this site at peak time on the existing unused pitch
- The pitch at Milton Park however is also available however it receives no current use. AFC Alsager indicates that this is due to its unsuitability (poor drainage and surface) which is not acceptable for league play. Having been improved relatively recently, the pitch has deteriorated again quickly and is now not used. If this pitch is excluded from consideration, spare capacity reduces to 1 match equivalent at peak time.
- Displaced demand is all generated by AFC Alsager and there are 5 teams in total aged between 13 and 16 requiring 11 v 11 pitches. This equates to an additional 2.5 matches per week. These cannot be accommodated (shortfall of 0.5 match equivalents at peak time or 1.5 match equivalents if excluding Milton Park) within the existing infrastructure.

**To accommodate current demand for competitive youth football, there is therefore a requirement for 0.5 – 1.5 match equivalents (1 pitch if matches are played consecutively) on the MMU site.**

**If all youth teams not playing at Alsager Town (who have their own facility) were to be accommodated on the MMU site, this need would rise to 3.5 match equivalents per week (2 pitches if played consecutively or if the Alsager Leisure Centre pitch was also used). Housing all teams on the one site is preferable, as it fosters sustainable club development and a club environment.**

The focus of play on a Sunday morning means that it should be possible to play up to 2 games per pitch on a Sunday morning as the pitches will not be used for matches at any other time in the week. There is also a degree of interchangeability with adult pitches, as pitch dimensions for U16 / adult teams are very similar.

## **9v9**

There is just one 9v9 pitch in the town currently. This is located at Cedar Avenue and is used by three teams (1.5 match equivalents). There are therefore theoretically 0.5 match equivalents available. Play can already only be accommodated by staggering kick off times and it may be possible to add one more team on this site continuing in the same manner.

There are however a further 3 teams (1.5 match equivalents) currently travelling outside the town. The club has indicated that all of these teams wish to have home grounds in Alsager. This additional play cannot be accommodated within the existing infrastructure.

**There is therefore insufficient capacity for 9v9 competitive football in Alsager Town and a requirement for at least 1 additional match equivalent per week to be hosted on the MMU site (1 pitch).**

**If all teams playing 9v9 football are to be accommodated on one site, there is a requirement for 2 pitches.**

The focus of play on a Sunday morning means that it should be possible to play up to 2 games per pitch on a Sunday morning as the pitches will not be used for matches at any other time in the week.

## **7v7 and 5 v 5**

Table 6 reveals that there is capacity for 16 5v5 matches and 22 7v7 matches. All of this capacity is however located at single pitch school sites that do not offer ancillary facilities. Taking into account the education and other use of facilities (archery), spare capacity equates to four 5v5 matches and six 7v7 matches. At peak time, this reduces to 3 5v5 matches and 2 7v7 matches (although more could be accommodated if played consecutively).

There is no existing use of these pitches for competitive play and this therefore accounts to spare capacity. There is however no requirement for 7v7 or 5 v 5 pitches to accommodate current pitch need due to the participation of teams in a central venue league.

## **Projecting Future Demand**

While analysis to date has provided an indication of the current position, it is essential that any assessment takes into account future need in order to ensure that adequate facilities are provided. Population growth and changes to the population profile are likely to impact upon participation and it is important that this (as well as housing growth) is taken into account. Participation increases will also impact on the amount of pitches required and this will be returned to later.

## **Impact of Population Growth**

The 2011 census provides a picture of the current resident population within the Alsager area (using ward profiles). The *local background* paper on population forecasts across Cheshire East (Cheshire East Council March 2014) models several different scenarios relating to potential population growth, including considering solely natural change (i.e. excluding potential housing developments) and the sub-national population projections (2011 base). While models of natural change suggest that there will be only a very small increase across

Cheshire East as a whole (2500) and that there will be a small decline in Alsager ward (400 people – source Cheshire East Population Projections Forecasts Background Paper March 2014 Table A4.3), the ONS figures indicate that increases may be as much as 41,100 people across Cheshire East. No detail is provided as to how this may be spread across the borough, although the age population profile of the borough is recorded. There is therefore a wide range of potential scenarios of population growth and uncertainty as to the likely picture.

To ensure that population growth is taken into account, the sub national population projections (which currently predict the highest levels of growth in the borough) can be used. Projections assume that past recent trends in fertility, mortality and migration will continue into the future but do not always include local information on births and deaths and do not take account of expectations of future house building i.e. they are policy neutral. As these figures are only available across Cheshire East as a whole, it has been assumed that the same proportion of residents of Cheshire East will be based in Alsager in 2030 as currently are (5.4%) and that the growth of 41,100 will be spread equally across the area.

This methodology would see total growth in the population of the area equating to 2,230 people. It should however be noted that the emerging Cheshire East Local Plan submission document (which does not yet represent policy but is the most up to date picture of the potential spatial strategy for the area) indicates that up to 1,600 new dwellings may be provided up to 2030. Based on an average occupancy level of 2.5 people, this would equate to population growth in the town of circa 4,000, which would include any potential development on the MMU site. As the subnational population projections do not take into account housing growth, this increase in population could occur in addition to the 2,230 projected. Total increase could therefore equate to a maximum of 6,030. In reality, it is likely to focus up to a maximum of 4,000 due to the impact of the proposed new dwellings (and the understanding that natural change will see the population remain static). To ensure both scenarios are considered, the implications of both the medium and high growth scenario will however be calculated.

It should also be noted that ONS figures indicate that there is an ageing population and that this trend is more apparent in Cheshire East than it is nationally. In general terms, analysis of the profile of participants in pitch sports indicates that most players are aged between 6 and 45 (55 for cricket). This trend will therefore have a potential impact on levels of participation.

The impact of population growth is calculated using Team Generation Rates (TGRs) – they use existing levels of participation to indicate how many people in a specified age group are required to generate one team. They are derived by dividing the appropriate population age band by the number of teams playing within that area in that age band. Table 6 summarises the Team Generation Rates that have been calculated for Alsager. These are based upon the figures from the 2011 census for the Alsager area.

**Table 7 - Team Generation Rates in Alsager (Football)**

Age Group	TGR Alsager
5v5 mixed	1:120 * development squad likely to generate increase in numbers. Not counted as formal team
7v7 mixed	1:80
9v9 male	1:37
Youth Male	1:47
Adult Male	1:513

Table 8 uses the above figures to project the impact of population increases.

**Table 8 - Impact of Potential Future Population Increases on Demand for Pitches**

Scenario	Current	Future (Likely Scenario)	Future Maximum Growth Scenario
5v5 mixed	3	3	4
7v7 mixed	5	6	7
9v9 male	6	7	8
Youth Male	10	12	13
Adult Male	6	7	8

Using the above figures, it can therefore be concluded that the projected population increase alone would create up to:

- 1 additional 5 v 5 and 2 additional 7v7 team (1.5 match equivalent)
- 2 additional 9 v 9 teams (1 match equivalent)
- 3 additional youth male teams (1.5 match equivalents)
- 2 adult male teams (1 match equivalent)

Table 9 therefore summarises the impact of population growth and the impact that this has on the need for pitches in the area, as well as the adequacy of provision to accommodate this demand. This assumes that the population growth is equivalent to the highest possible growth scenario.

**Table 9 – Pitch Provision to meet current and projected future demand**

Football Pitch Type	Current Position (all pitches)	Impact of Population Growth	Total Requirement to meet current need and impact of projected population growth (taking into account all sites)	Impact of accommodating all play at MMU site.
<b>Adult Football</b>	Requirement for one pitch to meet demand (0.5 – 1 match equivalents).	1 additional match equivalent per week generated	Requirement to meet 2 match equivalents – 1 pitch.	Potential requirement to meet 2 match equivalents per week. 2 pitches may be required to accommodate future demand depending upon spread of play. There is however capacity at Alsager Leisure Centre (part of hub site). Assumes Alsager Town to remain at their own venue.
<b>Youth Football</b>	Current shortage of pitches (1, 5 excluding Milton Gardens).	Additional 1.5 match equivalents per week generated	Overall shortage of 2 - 3 match equivalents per week, all to be accommodated at peak time. 2 pitches required.	Capacity for 3.5 match equivalents required per week if all teams are accommodated on MMU site, plus additional 1.5 equivalents arising from population growth. Three pitches needed in total. Teams associated with Alsager Town to remain at own site.
<b>9v9 Football</b>	Shortage of 1	Additional match	One pitch (if play is	3 match equivalents

Football Pitch Type	Current Position (all pitches)	Impact of Population Growth	Total Requirement to meet current need and impact of projected population growth (taking into account all sites)	Pitch	Impact of accommodating all play at MMU site.
	match equivalent per week (1 pitch)	equivalent per week generated therefore overall shortage, 2 match equivalents per week	consecutive – ie 2 matches per morning).		required to meet current demand, plus additional match equivalent through growth. Two pitches required if all teams are to be accommodated on MMU site.
<b>7v7 Football</b>	No pitches required in Alsager for competitive matches	Additional match equivalents have impact for training only	Additional match equivalents have impact for training only		n/a
<b>5v5 Football</b>	No pitches required in Alsager for competitive matches	Additional match equivalents have impact for training only	Additional match equivalents have impact for training only		n/a

### **Club Development Aspirations**

In addition to growth in participation achieved through increases in the population, both AFC Alsager and Alsager Town FC have significant development aspirations.

Alsager Town FC highlight that they are actively looking to increase their junior section and that more pitches is the key barrier to doing this. There is however a small amount of spare capacity at the Wood Park site to enable growth at the club and the club are also looking at relocation. In terms of their interest in the MMU site they have confirmed they would largely be interested in it for mid-week training opportunities on any suitable surface, which may be provided.

As a Charter Standard Community Club, AFC Alsager has a detailed club development plan in place, the key elements of which are set out below.

Stretching from season 2013 – 2014, the club are seeking an increase from 19 teams through to 24 teams in year 5. With a total of 22 in Year 2, they are already ahead of this target and believe that an increase up to 30 teams (8 teams) is possible within a short period of time and that longer term, the club may grow to up to 40 teams. In addition to activity within the current scope of the club (mini soccer up to adult open age teams, all for males), the club are:

- Seeking to run a disability football squad
- Looking to promote girls football – the club have recently piloted girls football at Alsager Academy and circa 50 girls attended
- Starting walking football over Christmas 2014.

While not necessarily impacting upon the regular demand for playing fields, the club are also running summer soccer camps and inter school and interclub tournaments. They also have aspirations to become a multi sport club, offering other sports in addition to football.

It is always difficult to determine exactly where the growth will occur within the club and therefore what additional implications there will be on grass pitches requirements. Growth in

the mini soccer age groups (up to U10) would have no impact on pitch requirements in Alsager due to the use of a central venue. If growth occurred in age groups requiring a 9v9 pitch, an additional pitch would be required (in addition to those highlighted in Table 9). There is capacity for growth in other age groups within the requirements, set out below.

## **Training Needs**

Calculations to date exclude requirements for training, this is however an important part of the new PPS methodology. There are 30 teams all training at least once per week and some teams training twice. There is also a requirement to accommodate the crèche and development squads and to provide space for coach development to take place.

Currently, training takes place on the MMU and Alsager Leisure Centre sand based pitches and on the grass pitches at the MMU site. Training requirements are not factored into the grass pitch requirements outlined to date and indeed with most pitches scheduled to accommodate 2 games per week, there would be limited capacity for additional training use.

Additional grass pitches with floodlights would therefore be required for midweek training sessions and extra small sized pitches would be needed to accommodate the small sided teams that play competitive fixtures in Crewe and Nantwich. This has not been factored into the recommendations for pitch provision.

Proposals for the reconfiguration of sporting provision in Alsager include the retention and improvement of a sand based AGP (see later) and such a facility is currently used for football training. Sand based AGPs do not however meet with FA requirements for either training or matches and this means that use of sand based pitches is not a long term solution for the football clubs in the town and in policy terms cannot be factored in.

The inclusion of a 3G pitch that is listed on the FA register (i.e. meets with quality parameters – 55-60mm long pile 3G) will provide a facility that can be used for both training and matches solely for football. The replacement of one of the youth 11v11 pitches (meaning two are required) with the 3G surface would offer the additional capacity and flexibility that is required to accommodate club growth and would also enable football training activity to take place within Alsager. In addition to midweek training activity, the 3G pitch would support the grass pitch stock in accommodating additional weekend activity by:

- Supporting the mini soccer training and crèche on a Saturday morning
- Functioning as a youth pitch on a Sunday morning for league matches (depending on seasonal club requirements - this type of facility is more able to accommodate several matches consecutively than a grass pitch)
- Offering additional capacity for further matches on a Saturday afternoon and Sunday afternoon
- Providing training opportunities for Alsager Town FC and other clubs
- Providing opportunities for wider football development

The 3G pitch will therefore future proof the site for the growth of football and provide opportunities for training. A 3G pitch would also fit with FA strategic planning priorities<sup>8</sup>.

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<sup>8</sup> Chris Smith FA Regional Facilities Manager has identified the need for 5 additional 3G pitches across CEC. The FA policy is also to seek to move the game away from grass in the long-term and onto 3G provision

### Football Pitch - Summary

To meet current and baseline future demand for competitive fixtures only, the following pitches are therefore required at the MMU site as a minimum.

Pitch Type	Justification
<b>1 senior football pitch</b>	Meet demand for 1 current match equivalent (Sat PM / Sun AM) Meet additional demand generated from population growth 1 match equivalent
<b>2 youth football pitches</b>	Linking with 3G AGP, which will also function as youth pitch; Meet current demand for 3.5 match equivalents per week (all at peak time, but matches played consecutively) Linking with 3G, meet demand for additional 1.5 match equivalent arising from population growth Capacity for additional 1 match equivalents from further club development (2 teams)
<b>Two 9 v 9 pitches</b>	Meet existing demand for 3 match equivalents per week Meet future demand for additional 1 match equivalent per week (2 teams)
<b>3G AGP</b>	Meet current / future demand for 1.5 match equivalents (junior) Offer Spare capacity for at least 0.5 match equivalents at peak time (Sun AM) Offer spare capacity for adult football (Sat PM) Offer spare capacity for junior / 9v9 girls football – Sun PM
<b>Capacity to accommodate club growth</b>	Additional capacity not required to meet current or projected future demand, but to future proof the site in case of further club growth.  The site should be future proofed by ensuring that there is scope for the development of an additional 3G AGP in future years (by ensuring that one of the pitches provided has sufficient space at the perimeter to be replaced by an AGP, linking with FA policy to increase the proportion of junior / youth play that takes place on AGPs.

This proposed layout assumes that competitive mini soccer continues to take place off site, but that team's train midweek and on a Saturday morning. The layout assumes that play can take place consecutively at peak time for both youth football and 9 v 9 matches (i.e. two matches per morning, two matches across the week.

It takes into account the additional demand likely to be created in the maximum population growth scenario (3 youth, 2 9v9 and 2 adult teams, as well as additional mini soccer teams that do not impact on grass pitch requirements) as well as further opportunities for development.

Excluding the matches that are to be accommodated on the proposed 3G, the proposed layout at MMU offers spare capacity for 7 additional teams on grass pitches (assuming that all AFC Alsager teams are based at the site, and that teams from Alsager Town remain at their own site – the latest position). The proposed 3G offers further capacity and flexibility for an additional match at peak time, as well as the scope for matches on a Saturday and Sunday afternoon (particularly important if the club is to start to develop girls football), or for use by other local teams.

To ensure that club growth is not restricted by pitch provision, it is suggested that space to provide an additional AGP is retained. This will not be required immediately, but may be needed in future years to add additional capacity to the site.

The potential spread of competitive play across the pitches is set out below in Table 10. This demonstrates how the clubs needs can be delivered on the proposed pitches. It indicates that the proposed levels of pitch supply are more than sufficient to meet current demand, with a requirement to play games consecutively only arising as population and participation increases. Pitch allocation is indicative only.

**Table 10 – Pitch Allocation**

Pitch	Sat AM	Sat PM	Sun AM	Sun PM	Spare Capacity at MMU site (peak time)	Role of other sites	Comment
<b>Adult 1</b>	n/a	<ul style="list-style-type: none"> <li>AFC Alsager (0.5 match equivalents)</li> <li>Spare capacity – 0.5 match equivalent (Future growth)</li> </ul>	<ul style="list-style-type: none"> <li>FC Alsager CC (0.5 match equivalents)</li> <li>Spare capacity – 0.5 match equivalent (Future Growth)</li> </ul>	n/a	0.5	Alsager Leisure Centre to be used (1 pitch) – current use 0.5 match equivalents at peak time (Bank Corner currently play there). Spare capacity 0.5 match equivalents  Activity associated with Alsager Town on own sites	Recommended provision just sufficient to meet projected future need including Alsager LC.
<b>Youth 1</b>	n/a	n/a	AFC Alsager U14x3 (0.5 match equivalents)  Future - capacity to accommodate another match by playing consecutive matches		2 match equivalents (4 teams)	Capacity also available for these teams at Alsager Leisure Centre (1 pitch) – 2 match equivalents at peak time.	Some youth matches taking place on AGP.
<b>Youth 2</b>	n/a	n/a	AFC Alsager U16 (0.5 match equivalents)  Capacity to accommodate another 1.5 match equivalents playing consecutively			Spare capacity also available at Milton Gardens if demand increased	
<b>9v9 1</b>	n/a	n/a	AFC Alsager (U12 x3) (1.5 match equivalents)  0.5 match equivalent spare capacity (accommodate future growth)		1 match equivalent (2 teams)	Capacity also available at Cedar Avenue – 2 match equivalents at peak time if demand increased above level anticipated	
<b>9v9 2</b>			AFC Alsager U11 (1.5 match equivalents). Capacity to accommodate additional 0.5 matches consecutively to meet future growth				
<b>AGP</b>	AFC Alsager mini training, Mini football matches if	Capacity for additional adult play	AFC Alsager U13 x 3 (1.5 match equivalents)		0.5 match equivalents (minimum)		Capacity for other matches (at least another 0.5 match equivalents) on AGP. Scope for further play on

Pitch	Sat AM	Sat PM	Sun AM	Sun PM	Spare Capacity at MMU site (peak time)	Role of other sites	Comment
	teams choose not to play in central venue league  Additional mini teams training						Sunday PM – for example if girls teams were developed

Added to this, there is additional spare capacity at Milton Gardens and Cedar Avenue, as well as at Alsager Leisure Centre, providing opportunities for additional growth.

The 3G pitch will not only facilitate match play but will also be of vital importance in the provision of effective training facilities, not only for AFC Alsager but Alsager Town and other clubs, alongside providing football development opportunities.

The proposed use of the 3G outside of competitive fixtures is set out below in Table 11. This indicative only and provides an overview of potential use based on the two large clubs. It is anticipated that the facility will be available for use outside of the proposed club training and will be used by other local teams and for football development.

**Table 11 – AGP usage**

Day	Hours
<b>Monday</b>	AFC Alsager 3 teams x 1/3 pitch – 1hr 30 mins (Mini soccer teams) 2 teams x ½ pitch – 1 hr 30 mins (U10 / U11) Community hire, other training and football development
<b>Tuesday</b>	3 teams x 1/3 pitch – 1hr (U9 teams) 3 teams x 1/3 pitch – 1hr (U10 / U11 teams) Senior team x 1hr 30 Alsager Town FC 2 hrs training
<b>Wednesday</b>	3 teams x 1/3 pitch – 1hr 30 mins (youth teams) 3 teams x 1/3 pitch – 1hr 30 mins (youth teams) 2 teams x 1/2 pitch – 1hr 30 mins (youth teams) Community hire, other training and football development
<b>Thursday</b>	1 team – 1hr 30 mins (youth) Alsager Town FC (2 hours) Coach education
<b>Friday</b>	1 team – 1hr 30 mins (youth team) Community hire, other training and football development
<b>Saturday</b>	Crèche – 3 hours 9 5v5 and 7v 7 teams training Competitive use (other teams) FA use
<b>Sunday</b>	Competitive use (youth football) – 4 x junior male fixtures. Potential use for female football Sunday PM as club grows and other matchplay

While the recommended pitch provision offers opportunity for growth, with an ability to sustain a further 7 teams at the MMU site, as well as the presence of several satellite sites including Cedar Avenue and Milton Park, it is recommended that a degree of flexibility is afforded to the pitch layout, if demand grows exponentially. If this scenario does arise, the replacement of a grass pitch with an additional 3G facility would add further capacity. This

will be driven by the success of club growth predictions and the traction of the FA policy to move the game from grass to 3G.

## Cricket

### Supply

Alsager Cricket Club is the only cricket club in the local area. They have their own cricket ground and have historically used overspill facilities at Alsager School and the MMU campus as well as their own site. The ground includes 4 artificial nets and 1 artificial wicket as well as one grass square (12 strips). The facility at Alsager School is an artificial wicket only (no grass square).

### Demand

The club runs the following teams:

- 4 adult male
- 6 junior male (1 x U9, 1 x U11, 2 x U13, 1 x U15 and 1 x U17).

### Adequacy of Demand

Measurement of the adequacy of provision for cricket is different than for other natural grass pitch sports in that it should focus on wickets and play is measured over the duration of a season, rather than across a week or at peak time. ECB guidelines indicate that a good quality wicket should be able to accommodate up to 5 senior matches per season or 7 junior matches. There are 12 wickets and a non turf wicket (used by the U9 team) at the Alsager CC site.

It is usual for a pitch to accommodate only one fixture per day. Demand from Alsager Cricket Club is set out in Table 12. It is based upon the 2014 season and reflects feedback provided by the club, which indicates that circa 80 home games are played at the ground per season.

**Table 12- Demand at Alsager Cricket Club**

Teams	League / Age Group	Day of Play	Approx Home Matches per Season
<b>1<sup>st</sup> Team</b>	North Staffs and South Cheshire	Saturday	14
<b>2<sup>nd</sup> Adult</b>	North Staffs and South Cheshire	Saturday	12
<b>3<sup>rd</sup></b>	Stone and District	Sunday	10
<b>U17</b>	Kidsgrove (Sunday)	Sunday	8
<b>U13</b>	South Moorlands	Sunday / Midweek	7
<b>U15</b>	South Moorlands	Sunday / Midweek	7
<b>u13</b>	Kidsgrove	Sunday	8
<b>U11</b>	South Moorlands	Midweek	7
<b>U9</b>	South Moorlands	Midweek	7
<b>20 – 20</b>	20 – 20	Midweek	3
<b>Over 40's</b>	Cheshire County	Midweek	8
<b>TOTAL</b>		2 Saturday, remainder Sunday / midweek with particular pressures on Sunday.	80

All matches take place on the grass square except for the U9 team, who use the non turf wicket. There are therefore:

- 47 adult matches – 9 wickets required over season
- 35 junior matches – 5 wickets required over season.

Based on the provision of 12 strips at Alsager Cricket Club, this means that the existing wickets are overplayed. This is reflected in the historic use of the pitch at MMU as well as the synthetic wicket at Alsager School. This considers match play only and assumes that no training takes place on the grass square.

Pressures on capacity are generally related to the high numbers of junior teams and midweek adult teams, rather than senior male teams playing in the Saturday leagues. This means that a lower standard of provision is required than a full cricket facility. It should however be noted that the club is at capacity on a Saturday and that there is no scope to create an additional adult team to play at this time without additional pitch supply.

### **Club Consultation**

The Alsager Sports Association Needs Assessment highlights the cricket clubs aspirations for additional facilities. It indicates that the club believe that they have a requirement for an additional all weather pitch, as well as 2 – 3 grass strips. This is in particular required to sustain the current activity of the junior section as well as to support club growth. These needs were also confirmed by Cheshire Cricket Board. The Cheshire Cricket Board indicates that based on their figures, and reflecting the findings of the calculations undertaken, each strip is overused by circa 20%.

There has been concern expressed about this need and the clubs plans however recent consultation with the Chairman of the club in the development of this report reveals that this situation remains. While they accommodate most games at their home ground, they do have limited capacity and would look to use a second ground for some junior matches as well as ad hoc use on a Sunday. This use may grow as the population increases and additional teams are generated.

### **Projecting Future Demand**

As with football, it is possible to use Team Generation Rates (TGRs) to identify likely levels of future participation and consider the impact on pitch requirements. Table 13 summarises the Team Generation Rates that have been calculated for cricket in Alsager.

**Table 13 - Team Generation Rates in Alsager (Cricket)**

Age Group	TGR Alsager
Junior Male	1:160
Adult Male	1:888
Junior Female	n/a
Senior Female	n/a

Table 14 uses the above figures to project the impact of population increases.

**Table 14 - Impact of Potential Future Population Increases on Demand for Pitches**

Scenario	Current	Future Projections (ONS)	Future Projections (ONS + Additional Housing Growth)
Junior Cricket	6	7	8
Senior Cricket	5	6	7

It can therefore be concluded that the projected population increase alone would create additional teams which would create the need for additional strips. No further teams can play on a Saturday within the current pitch infrastructure at Alsager CC however until the point that additional teams are created, it is likely that any additional pitch required would be used irregularly as an overspill facility only.

## Hockey

### Demand

As set out in the development plan Triton Hockey Club are one of the leading hockey clubs in Cheshire the Club currently runs 6 senior teams playing on a Saturday afternoon, 4 men's teams and 2 Ladies' teams. The men's teams play in the Northwest Hockey League and Ladies in the Cheshire Women's Hockey League. In terms of junior membership there were 94 boys and girls in membership as at the end of October. The Club has an under 13s Beavers mixed and an under 15s Badgers boys' team plus a girls' junior team. The boy's teams play alternate home and away games; therefore one of the teams is at home each weekend. There are 27 scheduled fixtures for both in the 2014/15 season. The girls generally play on a Sunday and 8 home fixtures were played last season.

The club predicts that this membership level will increase as the season progresses.

Senior training is for 2 hours on a Monday evening, which takes place at Alsager Leisure Centre in 2014/15. Previously senior training was a Wednesday night at the former MMU campus but was switched to Alsager Leisure Centre as access couldn't be guaranteed for the whole season by the MMU. Junior training sessions last for 2½ hours and run from first Saturday in September until 2nd or 3rd Saturday in May. Alongside this club activity there are single system programmes, plus various other training and skill sessions hosted in Alsager.

### Supply

There are currently two sand based pitches in Alsager. One at ALC and one at MMU, although access to the current MMU pitch is restricted and there is very little if any use, as a consequence all hockey use is now focussed at the ALC pitch. Both pitches are not 'fit for purpose' for hockey. According to the club, the current facilities at Alsager Leisure Centre are wholly inadequate and do not meet EHB guidelines. The pitch surface at ALC is breaking up in places and is at the end of its operational lifespan. Despite investment by the Council the ancillary facilities at ALC in terms of changing, storage, social facilities etc remain inadequate and not 'fit for purpose'. The club would like to see hockey form a key part of the new MMU hub development, with access to the changing and clubhouse provision.

In sports development terms it is clearly sensible for hockey to form part of the MMU development and have access to the clubhouse and support facilities that cannot be provided at the MMU site. The location of hockey and football at MMU also provides the vision

of the outdoor multi-sport hub sought by the town. Sport England also support multi sport locations to enhance synergies and maximise the use and sustainability of facilities.

### **Supply and Demand**

Initial consultation with the club and England Hockey suggested there was a need to retain two-sand based pitches for hockey in Alsager going forward to meet hockey development needs.<sup>9</sup> In terms of data analysis (fpm and Sport England facility calculator) the need for two AGP pitches for hockey in Alsager is difficult to justify in terms of supply and demand. Particularly two sand based pitches as there are 7 full-size AGPs recorded in the old Congleton local authority area (reasonable catchment of Alsager), of which only one is 3G at Sandbach Community Football Centre. There are therefore a significant number of sand based pitches in a reasonable catchment of Alsager. It is recognised that this analysis does not account for the quality of this provision or how full these pitches are, many are old and well used.

The above analysis sets out a 'theoretical' position. Usage analysis from ALC indicates that in March 2014 there was only 36.5% occupancy of the ALC pitch and in May 2014 only 14.44%, with hockey use forming around Friday training and Saturday and Sunday fixtures. Clearly there are quality issues which restrict the current pitch use (football are generally training on 3G pitches elsewhere) but what is evident is that hockey would not appear to have the need or capacity to deliver on two-sand based pitches.

Taking all this on board it is necessary to understand the position in programming terms to understand this it is necessary to evaluate capacity at peak times. England Hockey guidance suggests that no AGP should be considered able to sustain more than 4 games on any one day.

Table 16 provides a summary of current demand from the hockey club. It indicates that with 6 senior teams playing home and away on alternative weeks, one AGP provides sufficient capacity (on the assumption that the club have full access on a Saturday) to accommodate existing matches and also for the further growth of the club (up to 2 adult teams and several junior teams, representing a potential increase of at least 25% in terms of number of teams). This analysis is supported by England Hockey. All training needs will be met in mid-week.

**Table 15 – AGP hockey needs**

Day of Play	Number of Teams	Match Equivalents per day	Capacity of AGP per day	Spare Capacity (Match equivalents)
Saturday	6	3	4	1
Sunday	3	1.5	4	2.5

### **Summary of AGP Pitch Needs**

Based on the analysis it is now largely accepted that hockey do not require two-sand based pitches going forward but one high quality full-size floodlit sand dressed pitch focussing on hockey use. This is now accepted but what is equally clear is that hockey needs a high quality 'fit for purpose' sand dressed facility with access to changing and ancillary provision on the same site to encourage development and growth. This pitch is the preferred surface for competitive hockey and is also suitable for football training (England Hockey are happy to see this to help sustainability) so also delivers some flexibility.<sup>10</sup>

What is required therefore is one high quality fit for purpose sand dressed surface with access to changing and ancillary provision. Neither site in Alsager currently or in the case of ALC has

<sup>9</sup> Consultation with Julie Longden, England Hockey and ASRA Needs Assessment and consultation

<sup>10</sup> Selecting the Right Artificial Surface – Sport England and NGBS

the future potential to deliver this for hockey. A key part of any SNA is meeting the needs of sport, through consultation with clubs and NGBs, in this case Triton and England Hockey.

The needs assessment, supply and demand analysis and consultation with clubs demonstrates that there is also a strong requirement for 3G training facilities for football, as well as space to accommodate match play and that training needs place significant demand and wear and tear on the grass pitches. Based on the PPS analysis and the need to accommodate training and matchplay and in-line with FA policy, in addition there is a need for a full-size floodlit long pile (55-60mm) 3G surface for football. This is less flexible and is not suitable for hockey, the FA do not permit other uses than football on sanctioned match pitches. There could be potential for an additional 3G in future to address growth and FA policy priorities.

The two AGPs match the current provision in Alsager however where there are currently two sand based pitches the future need is for one new 3G pitch and one 'fit for purpose' sand dressed pitch for hockey.

Through analysis and consultation with the Council, Trust, clubs and NGBs there would appear to be general agreement in terms of the above scale of provision and the desire, particularly from the sports to have both new AGP pitches located on the MMU site to form a multi-sport hub and support club development and sustainability.

In this context the future of the school pitch will have to be considered moving forward but it is likely that this will be focussed on purely school / curriculum use. The school want to have a 40 mm pile 3G pitch for curriculum use. It is not the intention to open it up for community use, indeed the surface is not supported either by EH or the FA. Therefore it will have no real value in meeting the needs for these sports and therefore the pitch has little or no impact in terms of supply and demand.

## Summary of Pitch Needs

Application of the PPS methodology for Alsager sets out the pitch needs in the area for both football, cricket and hockey. It reveals that to meet with projected current and future demand to 2030, the following pitches should be provided:

- One full-size adult grass football pitch – 100m x 64m, *excluding run off*
- Two grass youth football pitches (one 82m x 50m and one 91 x 55m to ensure range of age groups are catered for). *Both sizes exclude run off*
- Two 9 v 9 grass pitches - 73m x 46m, *excluding run off*
- An artificial cricket strip and / or a small grass square and pitch as an overspill facility for Alsager CC
- A long pile (55mm-60mm) full-size floodlit 3g pitch for football
- A sand dressed full-size floodlit artificial grass pitch for hockey

The above figures assume that the training takes place on the 3G pitch as set out in the outline programme, which illustrates the indicative use of this facility.

The pitch layout should be sufficiently flexible that an additional 3G pitch can be provided should demand at AFC Alsager increase further. This can be delivered by ensuring that the space allocated for the provision of one of the proposed grass pitches is sufficient to accommodate an additional 3G pitch. In addition to this, there remain several satellite sites which offer further capacity in the town for junior and 9v9 teams. These can accommodate further club growth.

### Playing Field Requirements

This assessment therefore clearly outlines and justifies the playing pitches that are required to meet both current and projected demand and it is essential that sufficient space is retained to accommodate this. The pitch needs set out provide flexibility to meet current and future needs based on the application of the Playing Pitch methodology and discussions with clubs and the FA and represent an appropriate legacy for the site reflecting wider aspirations for an outdoor hub for Alsager. A degree of flexibility should be maintained, as participation is ever changing and the facilities provided will need to be able to adapt to both growth and changing requirements. The needs set out accommodate this *strategic reserve*.

Given this identified need there is therefore a requirement to retain sufficient playing fields at the MMU campus to deliver the amount of playing fields required to meet future demand.

The facilities required to do this, based upon the justification within this assessment are as follows:

- Grass pitch provision for football (5 grass pitches) and cricket (retention / development of):
  - 1 full-size adult grass football pitch
  - 4 junior grass football pitches (2 x 11 v 11 youth pitches and two 9 v 9)
  - An artificial cricket strip and / or a small grass square and pitch
- Provision of a 3G AGP for football needs (55-60mm pile) and a sand dressed pitch for hockey. Both facilities will be provided at the MMU site
- Changing (to support the pitch numbers and usage) and ancillary multi-sport clubhouse facility, in line with NGB specifications
- Car Parking for 90 spaces and in line with NGB specifications
- Flexible configuration to enable the creation of an additional 3G pitch (over an existing grass pitch) in the longer term.

### Meeting Playing Pitch Policy

This sports needs assessment sets out the requirements for pitch provision in Alsager and having been completed in line with the Sport England Guidance for the Production of Playing Pitch Strategies (Sport England 2013), represents a comprehensive and robust assessment of need in line with Paragraphs 73 and 74 of the NPPF. Paragraph 74 of the NPPF indicates that:

*'Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless;*

- *An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or*
- *The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or*
- *The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.'*

The proposals for the development of the sports hub at the MMU site are also compliant with Sport England policy as follows.

## **E4 - Replacement of Sand Based AGP**

Sport England Playing Fields policy E4, states that development is acceptable where:

*'E4 - Lost playing fields would be replaced by a playing field or playing fields of an equivalent or better quality and of equivalent or greater quantity, in a suitable location and subject to equivalent or better management arrangements, prior to the commencement of development.'*

Proposals for the new sports hub at the MMU site will see the relocation of the existing sand based facility. In line with E4, this facility will be replaced by a new sand dressed AGP, which will have a significantly improved surface with greater community access.

The facility will cater primarily for hockey (including Triton Hockey Club) and is appropriately located to ensure clear access to the changing accommodation, providing hockey with a 'fit for purpose' facility. The facility will be managed as part of the overall management of the sports hub.

The relocation of the existing AGP field is therefore compliant with Sport England Policy E4.

## **E5 – Creation of a 3G AGP**

In addition to the replacement of the existing sand based facility, the sports needs assessment demonstrates the need for the creation of a 3G playing pitch.

Sport England Policy E5 indicates that loss of playing fields is acceptable when:

*'The proposed development is for an indoor or outdoor sports facility, the provision of which would be of sufficient benefit to the development of sport as to outweigh the detriment caused by the loss of the playing field or playing fields'*

The creation of this 3G (55mm-60mm) pitch will result in the loss of the equivalent of 0.74 hectares of playing field area (100m x 64m, including run off, the dimensions will be 112m x 76m). If the 3G pitch was not provided, another youth grass pitch would be included in its place and teams would continue to travel outside of Alsager for training purposes. The pitch will be floodlit to ensure evening activity can take place and the location of the facility on site has been designed by an agronomist. It is in line with FA policy to move more matchplay to grass and the identified shortfall of 5 pitches across Cheshire East.

The provision of a 3G pitch is the preferred option for both the football club and the FA and will be constructed to FA specifications (and will undergo appropriate testing) to ensure it is included on the FA register and can therefore accommodate both training and match play. Up to 4 football matches will be accommodated at peak time, and the pitch will also be floodlit, providing a venue for training for football clubs in the Alsager area (including both AFC Alsager and Alsager Town) and will be open for full community use. The pitch will also be used for coach education training by both the club and it is anticipated, the Cheshire FA.

The inclusion of the 3G pitch within the MMU sports hub therefore adds significant additional capacity to the site and represents a sustainable and flexible solution to accommodate football demand. The playing surface has been selected as the main activity will be football and alternative facilities will also be provided on site. Tables 10 and 11 in this needs assessment provide an indication of role that the AGP will have in football in Alsager.

The loss of grass playing field to accommodate the 3G pitch can be justified and is therefore compliant with Sport England Policy E5.

## **E2 – Changing Rooms and Parking**

To support the required AGP and grass pitches, appropriate changing accommodation and parking will also be required. These are ancillary facilities and maximise the use of the playing fields and AGPs and help foster club growth and development.

Sport England Policy E1 indicates that development on existing playing fields is acceptable where:

*'The proposed development is for ancillary facilities supporting the principal use of the site as a playing field or fields, and does not affect the quantity or quality of pitches or adversely affect their use'.*

The masterplan outlines the proposed location of the changing accommodation and car parking, which will be designed in line with NGB specifications and is located directly adjacent to the sports hub. This will ensure direct access to the facilities for the clubs.

The changing room design takes into account that peak time for hockey is Saturday afternoon, while the majority of youth and junior football will be played on Sunday morning. Adult football will be split between the two time slots.

The proposed pavilion therefore includes sufficient changing rooms to ensure that all users of AGPs and senior pitches can access facilities, as well as providing additional changing space for youth and 9v9 teams. The kick off times for these matches will be staggered to maximise the use of the changing facilities.

The incorporation of changing accommodation and parking within the site is therefore compliant with Sport England Exception Policy E2.

## **E1 – Loss of an area of existing playing fields**

The assessment undertaken sets out the amount of pitches and sports facilities that are required to meet current and projected future demand. It indicates that if all training and all competitive fixtures are to be accommodated in Alsager, there is a need for:

- One full-size adult grass football pitch – 100m x 64m, *excluding run off*
- Two grass youth football pitches (one 82m x 50m and one 91 x 55m to ensure range of age groups are catered for). *Both sizes exclude run off*
- Two 9 v 9 grass pitches - 73m x 46m, *excluding run off*
- An artificial cricket strip and / or a grass square and pitch as an overspill facility for Alsager CC
- A long pile (55mm-600mm) full-size floodlit 3G pitch for football
- A sand dressed full-size floodlit artificial grass pitch for hockey
- Flexible configuration to enable the provision of a further 3G pitch (to replace a grass pitch) longer term.

It demonstrates that the replacement sand based AGP and new 3G AGP are compliant with Sport England policies E4 and E5 respectively, while the changing accommodation and parking required meet policy exception E2. The remaining playing fields will also meet with policy E4, as they will provide facilities that are equivalent or better quality than those that exist and will offer substantially improved access for local residents.

The detailed planning application for the entire redevelopment of the MMU site shows the proposed layout for the pitches, as well as the associated ancillary facilities and parking and the area required to provide an appropriate pitch layout (based upon the above pitch

requirements) as well as ancillary facilities can then be calculated based upon the pitch layout.

The application drawings show that the playing pitches (and ancillary provision) required to provide the two AGPs and the grass pitches needed to meet football and cricket can be accommodated by providing 6.59 hectares of playing fields. *Please note this figure is subject to final confirmation as masterplan will need to be updated following agreement of requirements based upon this assessment of need. Pitch layouts will be designed in line with NGB guidance for both size and run off.*

This means that 6.59 hectares of land in total are required to meet current and projected future sports needs in Alsager.

This is made up as follows:

- 0.60 hectares – replacement sand AGP (compliant with Sport England Exception E4)
- 0.70 hectares (excluding run off) – new 3G AGP (compliant with Sport England Exception E5)
- 2.50 hectares – grass pitches
- Remainder – surrounds and ancillary facilities.

This layout been derived from a detailed analysis of the ground conditions by an agronomy specialist and meets with all of Sport England and NGB guidance in terms of pitch and ancillary provision. It includes spare space to ensure that a further AGP can be provided to accommodate additional growth that may arise in future years.

The playing field area on the existing site amounts to 11.04 hectares (excluding the existing AGP, which will be replaced by a new AGP). This means that not all land currently designated as playing fields is required to meet future needs. This is set out in Table 17 below.

**Table 17 – Playing Pitch Requirements**

<b>Current Playing Field Size</b>	<b>11.14 ha</b> (existing grass pitches use 3.97 hectares of this playing field).
<b>Required Playing Field Size</b>	<b>TOTAL – 6.59.</b> This includes; 0.60 ha – replacement sand based AGP 0.70 hectares – 3G AGP
<b>Difference (Excess Playing Field)</b>	<b>4.55 ha</b>

As not all playing field area is required to lay out the required number of pitches, this assessment therefore indicates that not all playing field area is required to meet current and projected future need. There is therefore an excess of provision and the remaining playing field can be considered clearly surplus to requirements.

A net loss of playing fields in quantitative terms is justifiable as the proposed facility mix takes into account the future demand including the impact of population and household growth, as well as the need to accommodate teams that are currently displaced. This will free up capacity in areas currently hosting teams from Alsager, specifically Nantwich, Crewe and Sandbach as well as promote club development in Alsager Town, through the location of all teams in the area on one site. There is no requirement to provide for further playing field land to meet current or proposed future need. It should also be noted that the proposed new provision is significantly greater than the land that has recently been used as playing pitches, given the previous University sports use, now re-provided at Crewe.

Proposals will provide better quality facilities than those that exist already, with high quality grass pitches, ancillary facilities and two artificial grass pitches (one resurfaced). All facilities will meet with NGB specifications, ensuring that they are fit for purpose.

Added to this, the site will offer full community access (unfettered by University use) and management arrangements will be better and focussed and dedicated specifically to the community groups and clubs. Access to this site was formerly very restricted and primarily catered for student use only. The remaining playing fields are therefore compliant with E4.

Management arrangements are currently being discussed (outline business plan set out in Appendix A) and will be in place prior to the commencement of development, in line with E4.

## Conclusion

This sports needs assessment demonstrates that the pitches required to meet current and projected future demand in Alsager as follows;

- One full-size adult grass football pitch – 100m x 64m, *excluding run off*
- Two grass youth football pitches (one 82m x 50m and one 91 x 55m to ensure range of age groups are catered for). *Both sizes exclude run off*
- Two 9 v 9 grass pitches - 73m x 46m, *excluding run off*
- An artificial cricket strip and / or a small grass square and pitch as an overspill facility for Alsager CC
- A long pile (55mm-600mm) full-size floodlit 3G pitch for football
- A sand dressed full-size floodlit artificial grass pitch for hockey
- Flexible configuration to enable the provision of an additional 3G AGP (to replace a further grass pitch) longer term.

Sport England set out a series of circumstances, policies E1-E5 in which they will not object to the loss of playing fields. As previously set out, the proposed sporting hub at the MMU site is compliant with Sport England Policies in that:

- The existing sand based AGP will be replaced in line with policy E4
- A new 3G AGP will be provided in compliance with E5
- The changing rooms and ancillary facilities meet with E2
- The proposed loss of the remaining playing fields is compliant with E1. This is clearly justifiable as evidence suggests that this additional space is not required to meet current or projected future needs and is therefore surplus to requirements. The required pitch layout and ancillary facilities can be accommodated in the remaining playing field area of the site
- Facilities provided will be of the same or higher quality and with significantly enhanced access arrangements and are therefore compliant with E4.

## Recommendations

Based on the SNA analysis the following action is therefore recommended:

### 1. Partners to agree the facility mix set out for the MMU site and justified by analysis namely:

- Grass pitch provision for football (5 grass pitches) and cricket (retention / development of):
  - 1 full-size adult grass football pitch
  - 4 junior grass football pitches (*as specified above*)
  - An artificial cricket strip and / or a small grass square and pitch
- Provision of a 3G AGP for football needs (55-60mm pile) and a sand dressed pitch for hockey.

- Flexible configuration to enable the creation of an additional grass 3G pitch longer term on MMU site
- Changing (to support the pitch numbers and usage and meet with NGB specifications) and including suitable referee, first aid, storage space and a kitchen and meeting room for training purposes. The latter of which could also be used as a multi use area and ancillary multi-sport clubhouse facility,
- Car Parking for 90 spaces
- Investment at ALC to include fitness provision and studio space

**2. Sport England confirms they are happy for the planning application to be progressed and developed on this basis and they will not object.**

**3. The final specification for the indoor enhancements at ALC are finalised and agreed.**

**4. Developers finalise masterplans and supporting information, including the business plan and internal designs based on the above agreements.**

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## Appendix A – Business Plan

### Introduction

At the completion of the development the MMU site will be given to the Council by the Developer as a freehold transfer. The Council have no interest in the long-term management of the site and will seek to find an operator to undertake the day to day management.

The Council's current leisure stock is managed by a newly established Leisure Trust – everybody. Discussions have been held between the Council and the Trust and the Trust have expressed a keen interest to manage the site. everybody currently manage the facilities at Alsager Leisure Centre, so managing the outdoor provision on the MMU site would enable a co-ordinated approach to management plus economies of scale over the two sites. This would create and integrated hub and not two sites operating independently.

The FA policy is to see football move increasingly from grass pitches to 3G and for the sport to become asset owning in its own right. A number of pilots are taking place up and down the country under the 'Parklife' banner to demonstrate how football can deliver its own hub sites on a revenue neutral basis. In this context the FA in partnership with the key clubs (football and hockey) would be interested in exploring the future management and ownership of the MMU site. These discussions have not advanced at this stage.

In each option clubs would be identified as key users in any agreements with time and usage protected.

In terms of the future management of the MMU site there are therefore two options:

- Management via the Council through its new Leisure Trust on an integrated basis with ALC
- Management as a separate entity by the clubs through the establishment of a local Trust based around user key groups

Both options have advantages and disadvantages as set out in the table below.

Option	Advantages	Disadvantages
<b>Council Trust</b>	<ul style="list-style-type: none"> <li>• Trust are keen and want to deliver</li> <li>• Pitch bookings and maintenance could be easily accommodated as an extension to the ALC contract</li> <li>• Council Trust have the infrastructure and expertise already in place to deliver</li> <li>• Would ensure a strategic management approach across Alsager alongside the operation of ALC</li> <li>• Likely to require limited additional revenue support as all staffing, marketing, booking etc can be accommodated into the current ALC structures</li> <li>• Low risk option</li> </ul>	<ul style="list-style-type: none"> <li>• May not provide the community / club 'ownership' and legacy desired by some local partners</li> <li>• Would be missed opportunity to deliver exciting community hub in line with FA policy</li> <li>• Part of wider Trust may not give sufficient Alsager focus</li> <li>• Risk of long term public sector dependence</li> </ul>
<b>Club Trust</b>	<ul style="list-style-type: none"> <li>• Provides clubs and users with ownership and control</li> <li>• Could be an exciting new</li> </ul>	<ul style="list-style-type: none"> <li>• Standalone facilities and single entity could struggle in terms of sustainability</li> </ul>

Option	Advantages	Disadvantages
	model for Cheshire	<ul style="list-style-type: none"> <li>Likely to require external revenue support (certainly in the early years)</li> <li>Higher risk option</li> </ul>

The Trust discussions are more advanced and they have developed a business plan for how they would manage the facilities on an integrated basis with ALC. The business plan has been put together on the basis of the options set out in the SNA. Further detailed work will be required on the business plan, at present these represent indicative figures and demonstrate the option is sustainable.

Income	
3g Pitches (x one)	63,000
Sand-filled pitch (x one)	10,000
Snr Grass Pitches (1)	6,750
Youth Pitches (3)	7,200
9 v 9 (1)	2,400
Cricket	1,000
Clubhouse Hire	12,000
Improved fitness facilities at Alsager Leisure Centre	61,920
<b>SUB-TOTAL</b>	<b>164,270</b>
Expenditure	
Staffing	54,556
Pitch Maintenance	30,920
Lighting	12,000
Clubhouse Costs	6,000
Admin. Insurance etc	3,000
Sinking Fund	40,000
<b>SUB-TOTAL</b>	<b>146,476</b>
<b>SURPLUS</b>	<b>17,794</b>

Key assumptions are as follows:

- Sinking fund @ 3.2% of capital per annum in line with SE guidelines
- Maintenance includes floodlight maintenance. Sinking fund for pitch, lights and cricket
- Only AGP pitches are floodlit. £6k represents manufacturer recommendations
- Pitch hire reflect CEC current fees and charges
- Maintenance includes equipment purchase. The cost reflects ballpark quote received by ANSA of £19,500 (plus equipment)
- Staffing allows for groundsman and leisure assistant / caretaker

The Trust managing the site presents a sustainable way forward. They already have the infrastructure in place. There will be minimal additional requirements for staffing, marketing, bookings etc as most if not all of this activity can be accommodated into the current ALC staff structures. Maintenance and utilities costs will present the bulk of the expenditure, which

will be met by income from charges / rentals to the key anchor clubs and wider community lettings, plus the additional income from the developments at ALC, health and fitness etc.

There is however a desire in some quarters for a potential club / community focussed model, to reduce long-term reliance on the public sector. In parallel with the planning application process it is therefore recommended that management discussions continue and detailed work is undertaken involving relevant partners, to explore the options and develop a sustainable model for the management of the outdoor sports hub. These will be developed in detail prior to the commencement of development if this is decided as the way to go.

## Appendix B – Alsager Based Teams

Note with the exception of AFC Alsager (where information has been updated due to rapid growth of club), all data taken directly from that provided by Cheshire East Council for the PPS.

The teams that require a home ground and the league arrangements (central venue or not) have been confirmed with the club.

Comment	Team Name	Pitch Type Required	League	Time Pitch is Required	Current Venue	Match Equivalents	Training Sessions Per Week
Do not require home pitch in Alsager	AFC Alsager Red Star (u8)	5v5	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager Tigers (U8)	5v5	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager All stars (u8)	5v5	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager Pumas (U9)	7v7	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager Lightning Bolt (U9)	7v7	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager Dynamos (U10)	7v7	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager Silver Bullets (U10)	7v7	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
Do not require home pitch in Alsager	AFC Alsager U10b Smith	7v7	Soccer Centre League	Sun AM	Soccer Centre	0.5	2
	AFC Alsager Arrows (U11)	9v9	South Cheshire Youth League	Sun AM	Alsager – Cedar Avenue	0.5	1
	AFC Alsager Aces (U11)	9v9	South Cheshire Youth League	Sun AM	Alsager – Cedar Avenue	0.5	1
	AFC Alsager U12b Cox	9v9	South Cheshire Youth League	Sun AM	Alsager – Cedar Avenue	0.5	1
Displaced	AFC Alsager Jaguars (U12)	9v9	South Cheshire Youth League	Sun AM	Nantwich	0.5	1
Displaced	AFC Alsager Diamonds (U12)	9v9	South Cheshire Youth League	Sun AM	Nantwich	0.5	1

Comment	Team Name	Pitch Type Required	League	Time Pitch is Required	Current Venue	Match Equivalents	Training Sessions Per Week
Displaced	AFC Alsager Storm (U11)	9v9	South Cheshire Youth League	Sun AM	Sandbach	0.5	1
	Development Squads	n/a	No league play	Sat	MMU		3
	AFC Alsager Saturday Morning Club	n/a	No league play	Sun AM		0.5	
	Bank Corner FC	Senior Football	Crewe Football League		Alsager Leisure Centre	0.5	0
Displaced	Scholar Green FC	Senior Football	Coors Sunday Football League	Sun AM	Clough Hall Park	0.5	0
	AFC Alsager Saturday Team	Senior Football	Staffordshire County Senior League	Sat PM	MMU	0.5	1
	Alsager Town FC 1st	Senior Football	North West Counties Football League	Sat PM	Woodlands Stadium	0.5	1
	Alsager Town FC Reserves	Senior Football	Staffordshire County Senior League	Sat PM	Woodlands Stadium	0.5	1
	Alsager CC FC	Senior Football			MMU	0.5	0
	AFC Alsager Cougars (U13)	Youth	Potteries Junior Youth League	Sun AM	Alsager Leisure Centre	0.5	1
	AFC Alsager Dynamos (U14)	Youth	Potteries Junior Youth League	Sun AM	Alsager Leisure Centre	0.5	1
Displaced	AFC Alsager Gunners (U13)	Youth	South Cheshire Youth League	Sun AM	Nantwich	0.5	1
Displaced	AFC Alsager Barcelona (U13)	Youth	South Cheshire Youth League	Sun AM	Nantwich/Crewe	0.5	1
Displaced	AFC Alsager Firebirds (U14)	Youth	South Cheshire Youth League	Sun AM	Nantwich/Crewe	0.5	1
Displaced	AFC Alsager Gunners (U14)	Youth	South Cheshire Youth League	Sun AM	Nantwich/Crewe	0.5	1
Displaced	AFC Alsager (U16)	Youth	South Cheshire Youth League	Sun AM	Nantwich/Crewe	0.5	1

Comment	Team Name	Pitch Type Required	League	Time Pitch is Required	Current Venue	Match Equivalents	Training Sessions Per Week
	Alsager Town FC U16	Youth	Potteries Junior Youth League	Sun AM	Wood Park	0.5	1
	Alsager Town FC U15	Youth	Potteries Junior Youth League	Sun AM	Wood Park	0.5	1
	Alsager Town FC U16	Youth	South Cheshire Youth League	Sun AM	Sandbach	0.5	1

# CHESHIRE EAST COUNCIL

## Cabinet

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<b>Date of Meeting:</b>	14 <sup>th</sup> March 2017
<b>Report:</b>	Head of Strategic Human Resources
<b>Subject/Title:</b>	Reassurance Project
<b>Portfolio Holder:</b>	Deputy Leader – Cllr David Brown

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### 1.0 Report Summary

- 1.1 Cheshire East Council is committed to promoting staff engagement and wellbeing. Establishing and maintaining an engaged and motivated workforce that is able to meet future challenges and deliver high quality services to our residents remains at the heart of our Council's success.
- 1.2 A cross party working group was established in May 2016 to provide assurance that the wellbeing of staff is aligned to best practice and organisational values. This report provides the outcome of this work and seeks Cabinet's endorsement.

### 2.0 Recommendation

- 2.1 That Cabinet note the outcome of the Reassurance Project as recommended by Staffing Committee.

### 3.0 Background

- 3.1 In December 2015, the Deputy Leader, Councillor D Brown announced that Cheshire East Council would establish a cross party body to ensure that staff have the right to speak out on matters concerning them.
- 3.2 At a meeting of Staffing Committee on 29<sup>th</sup> February 2016, it was agreed to establish a working group, whose purpose would be to provide assurance that the wellbeing of Staff and Members of Cheshire East Council was aligned to best practice and our organisational values.
- 3.3 It was proposed that the working group be established to review existing HR policies which impact upon reassurance to ensure that they operate cohesively and meet legislative requirements. Feedback would be sought from Staff and Members in respect of agreed policies and procedures. The membership would consist of a Chair, six Elected Members on a 3:1:1:1 basis plus a Trade Union representative.

- 3.4 At the meeting of Staffing Committee on 21<sup>st</sup> April 2016, it was agreed that Chair of the Staffing Committee, Councillor B Moran, would be Chair of the Reassurance Working Group.

### **4.0 The Reassurance Working Group**

- 4.1 The inaugural meeting of the working group took place on 16<sup>th</sup> May 2016 to agree the terms of reference and to scope the work programme (attached at Appendix 1). It was also agreed that North West Employers would be commissioned to independently review all 'in scope' policies.
- 4.2 Meetings took place on 11<sup>th</sup> August and 2<sup>nd</sup> September 2016 to seek Member feedback and receive progress updates including a presentation by North West Employers on the policy review.
- 4.3 At the September meeting, Members agreed to await the findings of the staff survey to determine the impact on the Reassurance Project. Receipt of the staff survey results in October informed the final meeting on 3<sup>rd</sup> November 2016 where terms of reference for the staff interviews and focus groups were agreed. Quarterly updates against progress have subsequently been provided to Staffing Committee and the sponsor, Councillor D Brown.

### **5.0 Methodology**

- 5.1 The five stages of the review were as follows: -
- A desk based exercise to review the Council's policies and procedures, conducted independently by North West Employers;
  - Independent research by North West Employers to ensure best practice was being followed;
  - Working Group consideration of whether staff survey results inform the review;
  - Quick wins identified and implemented; and
  - Interviews and focus group with staff and views sought of Elected Members through the Working Group
- 5.2 Scope of policies and procedures to be reviewed: -
- Grievance
  - Bullying/Harassment
  - Equality
  - Disciplinary
  - Code of Conduct
  - Whistle Blowing
  - Complaints

### **6.0 Outcomes**

All objectives within the Terms of Reference were addressed and outcomes are detailed below.

## 6.1 Review of Policies and Procedures

North West Employers conducted an independent review of all 'in scope' HR policies and procedures to ensure they are updated in line with legislative requirements. In addition, research was undertaken to identify good practice, which could be adopted by the Council. Following the review, North West Employers presented their findings to the working group confirming that the Council's policies and procedures were legally compliant and all operated cohesively. Recommendations for minor changes to add clarity and tighten existing arrangements were suggested and accepted by the working group. Furthermore, confirmation was received that all policies and procedures were in line with other Local Authorities and adhered to ACAS good practice.

## 6.2 Staff Survey

The staff survey was undertaken during June and July 2016 with 3750 staff invited to take part. The response rate was much improved on the 2014 survey, with an increase from 45% to 59% and increased engagement rates across the organisation. This provided the working group with an opportunity to gain real time feedback on staff perceptions in relation to bullying and harassment across the organisation. A key strength identified from the survey results was that the majority of staff reported that they believe Fairness, Respect and Negative Behaviours are not a concern for them in the workplace. The questions and results to support this are shown below.

<b>Fairness, Respect and Negative Behaviours</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>
Q57. Where I work Bullying is not an issue	81%	9%	10%
Q58. Where I work Discrimination is not an issue	87%	8%	5%
Q59. I am treated with respect by my manager	88%	7%	5%
Q59. I am treated with respect by the people I work with	90%	7%	3%
Q60. I feel the Council values and celebrates the diversity of its employees	58%	33%	9%

Bullying is never acceptable and will not be tolerated if it is found within Cheshire East Council. We take the issue very seriously

With reference to Q57, "Where I work, Bullying is not an issue". This baseline result is taken seriously, however, is not untypical when compared with other organisations. The Working Group considered there is scope for further training and development for staff and managers relating to fairness and respect to reduce negative behaviours in the workplace.

### **6.3 Quick Wins**

Whilst the response rate to the survey and the results shown above are positive it was acknowledged that 41% of employees did not complete the survey. Therefore, the Reassurance Working Group commissioned Survey Solutions to undertake some additional work inviting 500 employees from areas with a lower response rate to take part in focus groups and/or one to one telephone interviews. The interviews and focus groups took place during the first week in December 2016. The overall response rate for those invited to take part was 3.8% of which a significant number of employees had completed the original survey. A total of 16 employees requested a one to one interview and three employees attended a focus group.

### **6.4 Results from one to one interviews and staff focus groups**

Although the response rate (3.8%) to participate in the interviews/focus groups is low, it is encouraging to note that the findings reflect those within the main survey. The findings from Survey Solutions are as follows: -

- The Council policies and procedures currently in place help to ensure that the staff are treated fairly;
- Diversity within the Council has improved with opportunities available for staff from different backgrounds and with different abilities;
- The flexible working policy is seen as a positive element that influenced staff perception of fairness; and
- People did not report experiencing negative behaviour where they work within the Council although it was acknowledged that there may have been isolated incidents.

### **6.5 Additional feedback from staff - Exit Interviews**

All staff leaving the Council are provided with the opportunity to attend an exit interview with their “grandparent” manager. The exit interview process has been invigorated and promoted to line managers by HR delivery staff, reinforcing the importance of encouraging staff to provide feedback on their time working for Cheshire East Council.

### **7.0 Next Steps**

7.1 Both corporate and local actions plans have been agreed to address findings from the staff survey and are being implemented to address areas for improvement. This includes initiatives such as the introduction of employee forums to enable staff to raise issues of concern.

7.2 Progress against delivery of all staff survey action plans will continue to be tracked by the recently formed Staff Survey Governance Group which is chaired by the Chief Operating Officer; membership includes Officers, Members and Trade Union representation.

- 7.3 Further work is taking place through the Staff Survey Governance Group to promote the Council's responsibilities to ensure all staff and members are aware of reporting procedures should they wish to raise a matter of concern or a complaint.
- 7.4 That the appropriate HR Policies and Procedures will be updated by March 2017.
- 7.5 Appropriate training and development will be made available for all staff to reinforce fairness and respect to reduce negative behaviours in the workplace.

## **8. Conclusion**

- 8.1 That the work of Staffing Committee provides re-assurance that the wellbeing of staff is aligned to best practice and values and has increased confidence that appropriate HR processes are in place for staff to speak out on matters of concern. Further training will be made available to all staff to reinforce these key messages.

## **9.0 Wards Affected**

- 9.1 Not applicable.

## **10.0 Local Ward Members**

- 10.1 Not applicable.

## **11.0 Policy Implications**

- 11.1 Policy changes highlighted through this review will be taken through the appropriate approval route for formal approval by the Portfolio Holder.

## **12.0 Implications for Rural Communities**

- 12.1 Not applicable.

## **13.0 Financial Implications**

- 13.1 There are no direct financial implications associated with this report.

## **14.0 Legal Implications**

- 14.1 There are no direct legal implications associated with this report. However, failure to treat staff with dignity and respect would increase allegations of bullying and harassment, which may in turn see increased litigation.

**15.0 Risk Management**

15.1 Failure to adequately address reassurance issues may impact staff confidence and engagement and ultimately upon the reputation of Cheshire East Council.

**16.0 Access to Information**

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

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Tel No: 01270 686328  
Email: [sara.barker@cheshireeast.gov.uk](mailto:sara.barker@cheshireeast.gov.uk)

## Terms of Reference – Reassurance Project

### 1. Purpose of Project

To provide assurance that the well being of the Staff and Members of CEC is aligned to best practice and organisational values.

### 2. Sub Group v Working Group

#### All Party Working Group

Format as resolved by Staffing Committee on 29.2.16. Formed to oversee the Project and provide appropriate direction and steer.

### 3. Membership

#### Group Membership

- Councillor B Moran (Chair)
- Councillor P Findlow
- Councillor J Jackson
- Councillor D Marren
- Councillor M Parsons
- Councillor R Fletcher

One trade union representative – C Nicholson (Unison)

### 4. Objectives

- i. To increase staff/member confidence of Council policies, procedures and practices by addressing behaviours thereby improving staff wellbeing.
- ii. To audit and review all existing HR policies which impact upon reassurance to ensure they operate cohesively.
- iii. To ensure all agreed HR policies are updated in line with legislative changes.
- iv. To seek feedback from staff and members in respect of agreed policies and procedures including staff exit interviews.
- v. To promote the Council's responsibilities to ensure all staff and members are aware of reporting procedures should they wish to raise a matter of concern/complaint.
- vi. To identify best practice from other organisations and consider adoption.
- vii. To develop future monitoring and reporting requirements.

- viii. To make recommendations to Staffing Committee, then to full Council.

## **5. Scope policy/procedure documents to be reviewed including:**

- Grievance
- Bullying/Harassment
- Equality
- Disciplinary
- Code of Conduct
- Whistle Blowing
- Complaints

## **6. Resources and financial implications**

CEC Officers/Members

Use of independent reviewer (NW Employers)

Cost to be determined when scope is agreed

## **7. Governance arrangements**

Monthly/Six weekly meetings

- Meeting 1 – Scoping exercise
- Meeting 2 – Interim feedback on review
- Meeting 3 – Feedback and next steps

Substitutes are permitted as per Staffing Committee

Further meetings to be arranged if required.

## **8. Risks**

Failure to adequately address reassurance issues may impact upon the reputation of Cheshire East Council.

## **9. Timescales**

4 – 6 months from date of 1<sup>st</sup> working group.

### **Methodology for review (Independent reviewer)**

- Desk based review – to include policies and performance information
- Research – ACAS, North West Employers and other organisations
- Staff Survey to inform review
- Identify and implement quick wins
- Staff/Member feedback – to include interviews and focus groups

# Cheshire East Council

## Cabinet

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<b>Date of Meeting:</b>	<b>08 March 2016</b>
<b>Report of:</b>	<b>Steph Cordon - Head of Communities</b>
<b>Subject/Title:</b>	<b>Connecting Communities – Connected to Services- Initial Outcomes of Delivering Differently In Macclesfield</b>
<b>Portfolio Holder:</b>	<b>Cllr Paul Bates- Communities and Health</b>

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### 1. Report Summary.

- 1.1 On 8 November 2016, Cabinet agreed to a new exciting approach to how we engage with communities through our Connecting Communities Strategy.
- 1.2 This report sets out some of the groundbreaking work we have already been doing to connect services to communities which is one of the key themes of the strategy. It provides the rationale and thinking about why we plan to do more of this in the future and recognises the great assets we have in our communities in terms of both people and facilities.
- 1.3 Cheshire East has been fortunate to be part of a national Central Government pilot called Delivering Differently in Neighbourhoods which has been assessing how communities can become more engaged in service delivery and policy and how this can influence priority and budget setting, and achieve economies of scope at a local level. This pilot which has operated in Macclesfield has given us strong evidence in how to:
- Quantify and measure outcomes and put a financial value against them – this will support commissioning in the future
  - Engage with communities that have traditionally been hard to reach – to ensure that they can access services that fit their need
  - Deliver services in areas of most need in places where people need them the most
  - Build relationships and networks between community organisations themselves and with the public sector in localities to ensure that people get the best outcomes
  - Recognise the importance of community development officers, in engaging residents in developing and delivering new services and activities
  - Use a brand, 'Delivering Differently' in this case, to unite partners and get the key principles fully understood which enabled organisations to respond to the needs of a person
  - Recognise the importance of working with external organisations who can apply for a range of external funding the Council as a statutory body cannot apply for

- Gradually implementing a model which is reliant on relationship building through partnership and resident buy in
  - Championing of this approach by the Cabinet Member and Local Councillor involvement throughout the process has contributed to its current success.
- 1.4 At the heart of this has been the innovative approach to providing and enabling services to be delivered at the right time, by the right people and at the right place through community facilities which are seen as hubs by local communities. Working with neighbourhood partnerships to ensure local need is matched with the correct services being delivered from our Connected Community Centres is the key to accessing residents with preventative interventions.
- 1.5 Developing resident led initiatives where there are service provision gaps or requirements for additional interventions around mental and physical health and wellbeing tackling, social isolation and support the most vulnerable in society.
- 1.6 Key learning from this pilot has been that services and neighbourhood partnerships must work in collaboration to service provision and decision making to ensure the most effective delivery to local residents from our local Connected Community Centres.
- 1.7 None of this work would be possible without the absolute commitment and energy from local people and community organisations who have worked incredibly hard with us to make this happen and continue to do so.
- 1.8 Delivering Differently in Macclesfield has focussed on:
- Developing our local networks of buildings and outdoor spaces, from which together we can increase the range of targeted early intervention and prevention services delivered, in places where people need and will access them
  - Providing opportunities for people to skill up, gain confidence and raise aspirations to get jobs
  - Increasing the availability of physical activities in community settings
  - Providing more community activities which promote good mental wellbeing and social interaction
  - Targeted activities for people who suffer poor mental health
  - Increasing healthy eating activities and community cafes, luncheon clubs, etc.
  - Delivering more services in the community which increase independence for older people
  - Extending community activities and new services which offer support for families
  - Developing places where community links and activity are harnessed and extended
  - Using Neighbourhood Partnerships to provide collective community intelligence, ensuring our social franchise model offer for Connected

Community Centres includes local organisations and is targeted in the right locations.

- 1.9 The range of services provided will increase, as the programme develops and more communities are involved in the co-design and delivery of local services. The Communities Team are working with community assets across the borough, and local partnerships and networks, across Cheshire East, are delivering a wide range of early intervention and prevention activities and services to address very local needs. Developing a borough-wide model, based on the learning above, will provide a consistent yet flexible strategic approach which can demonstrate the impact of provision.
- 1.10 Therefore, this model of delivery is one that is recommended to Cabinet as the blueprint for how we can connect services to communities. It recognises that each place and its people are unique and what works for one wont work for another, but sets out some key learning to inform our approach across Cheshire East.

“It is great to see local services working together to benefit the community”. David Rutley, Macclesfield MP.



## 2. Recommendations:

That Cabinet agree:

- (i) to celebrate the excellent progress made to date in ‘Delivering Differently in Macclesfield’.
- (ii) that this is the blueprint for the future model of delivery of connecting communities to services in the future.
- (iii) to thank and recognise the significant contribution that local community organisations and Ward Members in Macclesfield have made in making this such a success and continue to support this initiative.
- (iv) to recognise that Cheshire East commissioned services and resident led initiatives should where possible be directed to deliver from our Connected Community Centres based on local need.
- (v) to note our continued relationship with DCLG as they continue to monitor the progress of this work and regard it as a leading example of innovative community development.
- (vi) that the Leader of the Council and Cabinet Members promote the success of this at a national level to share best practice and influence Central Government policy setting.

**3. Other Options Considered.**

- 3.1 As this is part of a national pilot working with 23 other Councils, there has been lots of opportunities for shared learning and best practice. This has helped to inform this approach and explore what options are best for Cheshire East and its diverse communities. The work on the ground to engage with the most hard to reach has been both challenging and rewarding in that imaginative methods to engage have been tried out as part of this.

**4. Reasons for Recommendation.**

- 4.1 To update on progress and agree a corporate approach to Connected to Services focussed on ensuring people and community organisations are embedded within local networks, providing mutual help and support.

**5. Background / Chronology.**

- 5.1 Cheshire East Council was successfully awarded grant funding of £90,000 through the Department of Communities and Local Government to deliver the Delivering Differently in Neighbourhoods (DDiN) programme. DDiN aims to transform public services at a neighbourhood level, with the involvement of communities to improve the quality and efficiency of public services, and meet the challenges of reduced public expenditure and rising customer demand.
- 5.2 DDiN was designed for local authorities to test ways of working innovatively to provide or design services in local neighbourhoods which could be sustainable over time, through co-production and delivering economies of scope. Being a national pilot for DCLG has enabled us to build up a strong relationship with their Local Service Transformation Team and to work with 23 other local authorities sharing best practice.
- 5.3 Macclesfield was chosen as a pilot area to test and implement this programme as it was recognised that pockets of deprivation alongside many affluent areas often divided communities with the stark difference between the two. It has provided an opportunity to engage intensively with the communities on the 4 estates in Macclesfield (Moss, Weston, Hurdsfield and Upton Priory estate).
- 5.4 The implementation phase of this pilot approach has been named 'Delivering Differently in Macclesfield' (DDiM), and is being delivered over 12 months, up to April 2017. The focus is on intensive engagement with hard to reach communities, upskilling residents and supporting local resident led initiatives, enabling local communities to become stronger. The delivery of this programme is being led and managed by the Partnerships and Communities Team, who have developed excellent local relationships and a partnership infrastructure which will sustain the work long term. To increase delivery during this pilot year, £60,000 of the initial DCLG grant has been used to commission an external organisation Healthbox who are providing 2 members of staff for 1 year, until the end of February 2017.

- 5.5 Delivering Differently in Macclesfield is currently a project with a set of key principles:
- a) To work in collaboration
  - b) To tackle local priorities
  - c) To support and develop resident led initiatives
  - d) To coordinate service delivery

5.5 What has been achieved so far?

To work in collaboration

5.5.1 Four community based neighbourhood partnerships have been set up with key stakeholders and Ward Members, in either Macclesfield wards or more importantly recognised priority areas in relation to deprivation. These partnerships have been tasked to work collaboratively locally to tackle issues brought forward in these areas. In Macclesfield currently four active neighbourhood partnerships have been established and meet twice every quarter.

Macclesfield South	Moss Rose Partnership
Macclesfield Hurdsfield	Hurdsfield Community Group
Macclesfield Weston and Ivy	Weston Estate Partnership
Broken Cross and Upton	FARUP (friends and residents of Upton priory)

5.5.2 In addition to regular meetings, weekly Community Together Groups are held on each estate. Local groups and programmes that are in the process of being set up are offered continuous support to ensure sustainability and new initiatives are developed.

5.5.3 Macclesfield Community Network is connected digitally through Knowledgehub. Over 40 organisations share training, events, opportunities to bid for contracts collaboratively, and also offer each other peer support. A good example of how effective this digital network has been operationally is when each member was asked be part of the Participatory Budgeting (PB) exercise in Macclesfield. Over 70% of the network partners engaged to successfully work in collaboration to set the processes for the delivery of PB in Macclesfield.

To tackle local priorities

5.5.4 The project team who are externally funded using the grant from DCLG have been asked to work under this brand rather than their own organisational brand to ensure sustainability of the key principles once the organisations contract has come to an end.

5.5.5 Residents and partners have united under the branding and are using it in various ways to show how we are all working together on the ground to address local issues. This has been crucial in terms of taking down organisational boundaries and enables a multidisciplinary person centred approach from services.

5.5.6 Delivering Differently in Macclesfield has engaged with over 750 local people through local events and consultations, as part of a comprehensive engagement programme. This has led to the development of four new community interest companies, which are now in the process of being set up, utilising the knowledge and enthusiasm of local residents to tackle local priorities.

5.5.7 Engagement work with local residents has led to improving services and community assets, bringing in external funding to deliver.

	Funding Acquired	Outputs achieved
Baby Yoga	£1,500	15 residents attended baby yoga
Nutrition Support – Healthy Lunch club	£1,000	88 residents attended healthy eating classes over 11 sessions
Green Gym Equipment Banbury Park	£16,000	25% amount of additional residents now using the park facilities
Action Station South Park	£50,000	40% amount of additional residents now using the park facilities

To support and develop resident led initiatives

5.5.8 All new resident led services being delivered that have been initiated through Delivering Differently in Macclesfield are being measured through the New Economy’s Cost Benefit Analysis (CBA) Model which allows organisations to evaluate projects in relation to financial return on investment. This enables organisations to demonstrate cost savings their project will make through outputs and outcomes they intend to achieve, from early intervention and preventative work. The costs associated with each of the resident led programmes have been sourced externally, or have been successful through Cheshire East Council’s Participatory Budgeting initiative.

Service/Activity	Provider	Estimated Outcomes	Costs to deliver the project per annum	Savings to Statutory services per annum
Smoking Cessation Resident Led Groups	Local residents through the support from Healthbox	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• A&amp;E attendance</li> <li>• Reduced hospital admissions</li> <li>• A&amp;E attendance all scenarios</li> <li>• Improved well-being of individuals</li> <li>• Improved family well-being</li> </ul>	<p><b>£3,608</b> Acquired through the Public Health OneYou contract</p>	<p><b>£20,788</b></p>

Cognitive Behavioural Therapy Support Group	Local Residents	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• A&amp;E attendance all scenarios</li> <li>• Reduced hospital admissions</li> <li>• Improved well-being of individuals</li> <li>• Improved family well-being</li> </ul>	<b>£1,625</b> Acquired through Participatory Budgeting	<b>£32,216</b>
Tinytearaways – (mums n tots with health theme)	Local Residents	<ul style="list-style-type: none"> <li>• Improved community well-being</li> <li>• Improved children's well-being</li> <li>• Reduced isolation</li> </ul>	<b>£850</b> Acquired through Participatory Budgeting	<b>£9,272</b>
Life Programme – (support addictive behaviours and socially isolated)	Local Volunteers through the support from Reach out and Recover	<ul style="list-style-type: none"> <li>• Reduced incidents of crime</li> <li>• Reduced drug dependency</li> <li>• Reduced alcohol dependency</li> <li>• Reduced hospital admissions</li> <li>• Improved well-being of individuals</li> </ul>	<b>£10,000</b> Acquired through external funding	<b>£117,105</b>
Mental Health Awareness Training	Local Residents	<ul style="list-style-type: none"> <li>• Improved health outcomes from people in work</li> <li>• Mental health</li> </ul>	<b>£2,520</b> Acquired through DDiM support	<b>£16,183</b>
The Green in the Corner Dementia Cafe	Local Residents	<ul style="list-style-type: none"> <li>• Improved health outcomes from people in work</li> <li>• Improved well-being of individuals</li> <li>• Improved community well-being</li> </ul>	<b>£6,000</b> Acquired through DDiM support and Participatory Budgeting	<b>£29,551</b>

Weston Memories (Local community group based on reminiscence and local history)	Local Residents	<ul style="list-style-type: none"> <li>• Improved Mental health</li> <li>• Improved well-being of individuals</li> <li>• Improved community well-being</li> </ul>	£1,100 Acquired through DDiM support	£13,017
<b>TOTAL</b>			<b>£25,703</b>	<b>£238,132</b>

5.5.9 Using CBA, enables us to provide a standard way of impact measurement for the early intervention and prevention initiatives that are part of this programme. Using this tool it is estimated based on the above seven initiatives, if they were delivered over the 5 years the cost savings of £238,132 compared with the overall project costs of £25,703 will provide a £212,429 over all saving. This is suggesting on average for every £1 spent on resident led initiatives, £9 can be saved through the early intervention and preventative work. These savings are in most instances non-cashable, but demonstrate that by delivering proactive services, we can achieve significant savings in reactive costs from high end services.

5.5.10 Additional external funding has also been sourced for:

- Three of the four newly established community interest companies (CiCs) have already secured funding, supported by the local community, of over £5,000 through Cheshire East Public Health’s Participatory Budgeting exercise.
- Participatory Budgeting applicants, particularly non-successful applicants with ideas, are being supported to explore opportunities to find funding elsewhere. Also all successful applicants are being offered support to use the cost benefit analysis standardised measurement tool to demonstrate their impact and support the sustainability element of their project.
- A £15,000 application is currently through to the final stage of Cheshire Community Foundation to deliver a range of inter-generational lunch clubs and a family activity session at the Church of the Resurrection which was an identified need through the neighbourhood partnership. This will be a sustainable programme which will be taken on by local residents.

To coordinate service delivery

5.5.11 The neighbourhood partnerships will have a greater responsibility in supporting the social franchise model for Connected Community Centres. They will use statistical data and local intelligence to determine what services will be best placed to deliver from each franchisee. The future direction of Connected Community Centres, will be part of a future report. It is proposed that the criteria to become a Connected Community Centre needs to reflect where services need to be delivered, recognising issues such as being in an area of deprivation. An offer to become part of a Community Network will be provided to other buildings that do not meet these criteria.

## **6. Wards Affected and Local Ward Members**

- 6.1 The Strategy applies across the whole borough, although the focus is on the areas of most need at this stage. This report sets out the initial outcomes from the pilot approach in Macclesfield.

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

- 7.1.1. The Strategy sets out ways to meet Outcome 1, Our Communities are Strong and Supportive. It underpins the Sustainable Community Strategy, Ambition for All and support the delivery of many other policies.

### **7.2. Legal Implications**

- 7.2.1 When considering any proposal the Council must have due regard to its equality duties. The Public Sector Equality Duty as set out at S149 of the Equality Act 2010, states:

“(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it... “

- 7.2.2 An Equality Impact Assessment would assist in evidencing that the Council has regard to the PSED when deciding whether the decisions made meet those equality duties.

- 7.2.3 Any scheme proposals which include the Council procuring goods and services will need to be compliant with the Council's own Finance and Contract Procedure Rules and the Public Contracts Regulations 2015.

- 7.2.4 Should the proposed scheme support Delivering Differently initiatives by allowing delivery via community venues any state aid implications will need to be identified and addressed, when the the scheme is elaborated in more detail.

**7.3 Financial Implications**

7.3.1 There are no further financial implications arising from this report. The resource implications were included in the report on the Connecting Communities Strategy on 8 November 2016.

**7.4 Equality Implications**

7.4.3 There are no specific equality implications and due regard has been taken to our Equality Duty.

**7.5 Rural Community Implications**

7.5.3 Further work will cover all of Cheshire East and will develop new services and activities in rural communities to meet specific local needs.

**7.6 Human Resources Implications**

7.6.1 There are no specific HR implications.

**7.7 Public Health Implications**

7.7.1 This has significant positive public health outcomes and the work undertaken around targeting those that are hardest to reach and in the poorest health has been really innovative. Public Health are very keen to remain fully engaged in community based commissioning at a locality level and to ensure co-production and design of local services.

**7.8 Other Implications**

None

**8 Risk Management**

8.1 Risks are identified through the Partnerships and Communities Business Planning process and are logged, reviewed and monitored.

**9 Access to Information/Bibliography**

9.2 Connecting Communities Strategy agreed by Cabinet on 8 November 2016.

**10 Contact Information**

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