

# Jobs, Regeneration and Assets Overview and Scrutiny Committee

## Agenda

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**Date:** Monday, 24th October, 2016  
**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 at the foot of each report.

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

1. **Apologies for Absence**

2. **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 18 July 2016.

3. **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.

4. **Declarations of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the Agenda

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

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For requests for further information

**Contact:** James Morley

**Tel:** 01270 686468

**E-Mail:** [james.morley@cheshireeast.gov.uk](mailto:james.morley@cheshireeast.gov.uk) with any apologies

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

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

Note: in order for officers to undertake any background, it would be helpful if members of the public notified the Scrutiny Officer listed at the foot of the Agenda at least one working day before the meeting with brief details of the matter to be covered.

6. **Civcance** (Pages 7 - 18)

To consider a report of the Head of Planning (Regulation).

7. **Engine of the North** (Pages 19 - 24)

To consider a report of Director of Growth and Regeneration.

8. **Skills and Growth Company** (Pages 25 - 44)

To consider a report of the Director of Growth and Regeneration.

9. **Work Programme** (Pages 45 - 50)

To review the current Work Programme

10. **Forward Plan** (Pages 51 - 62)

To note the current forward plan, identify any new items, and to determine whether any further examination of new issues is appropriate.

**CHESHIRE EAST COUNCIL****Minutes of a meeting of the Jobs, Regeneration and Assets Overview and Scrutiny Committee**

held on Monday, 18th July, 2016 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor H Wells-Bradshaw (Chairman)  
Councillor J Weston (Vice-Chairman)

Councillors D Bebbington, S Brookfield, C Browne, T Dean, B Dooley and  
B Roberts

In attendance

- Councillor A Arnold – Portfolio Holder for Planning and Housing
- Councillor D Stockton – Portfolio Holder for Regeneration
- K Begley - HR Business Partner
- J Cosgrove – Section 106 Monitoring Officer
- A Rushton – Senior Manager, Workforce Development
- A Ross – Director of Infrastructure and Highways
- A Round – Interim Executive Director - Places

**24 APOLOGIES FOR ABSENCE**

There were no apologies for absence

**25 MINUTES OF PREVIOUS MEETING**

Consideration was given to the minutes of the meeting held on 16 May 2016

RESOLVED

That the minutes be approved as a correct record and signed by the Chairman.

**26 DECLARATIONS OF INTEREST**

There were no declarations of interest

**27 DECLARATIONS OF PARTY WHIP**

There were no whipping declarations

**28 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no member of the public wishing to speak

**29 SECTION 106 AGREEMENTS TASK AND FINISH GROUP - RESPONSE FROM CABINET**

The Section 106 Officer, Head of Planning Regulation and Portfolio Holder for Housing and Planning attended the meeting to update members on the progress made in response to the recommendations laid out in the Task and Finish Groups final report. The Committee agreed that along with the training that had been delivered to Town and Parish Councils, Borough Councillors should be the link between the Council and Town and Parish Councils to ensure that they are fully aware of any possible Section 106 Agreements.

RESOLVED

That the response be received.

**30 APPRENTICESHIPS TASK AND FINISH GROUP - RESPONSE FROM CABINET**

The HR Business Partner and Senior Manager, Workforce Development, attended the meeting to update Members on the progress made in response to the recommendations laid out in the Task and Finish Groups final report.

The Committee accepted the minor variations suggested to recommendations 6 and 11 and agreed that a further review of external apprenticeships should be carried out in 12 months time.

It was noted that the Council and ASDV's provided more intensive support for cared for children, including 1:1 support, mentoring and some were guaranteed a full time job at the end of the apprenticeship.

RESOLVED

1. That the report be received.
2. That a review of external apprenticeships be carried out in 12 months time.

**31 HIGH GROWTH CITY TASK AND FINISH GROUP - RESPONSE FROM CABINET**

The Portfolio Holder for Regeneration and Director of Infrastructure and Highways attended the meeting to update members on the progress made in response to the recommendations laid out in the Task and Finish Groups final report.

It was noted that the expected timescale for a decision regarding Crewe Hub was autumn 2016. The decision regarding the type of station would be made in summer 2017 and the decision regarding the number of stops would not be made until nearer 2030.

With regard to the Crewe Hub Masterplan, it was agreed that phase 2, which would be completed in November 2016 would be brought to the Committee for consideration.

RESOLVED

1. That the response be received.
2. That phase 2 of the Crewe Hub Masterplan be considered by the Committee at its meeting scheduled to be held on 21 November 2016.

**32 WORK PROGRAMME**

Consideration was given to the work programme. It was agreed that a date should be allocated to each of the work programme items and that the report on Houses of Multiple Occupancy be considered at the meeting scheduled to be held on 19 September 2016.

With regard to the quarterly performance report for Civicance, it was agreed that Members would receive information on staffing levels and turnover, performance and workload.

RESOLVED

That the work programme be amended to reflect the issues highlighted above

The meeting commenced at 2.00 pm and concluded at 3.20 pm

Councillor H Wells-Bradshaw (Chairman)

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## **CHESHIRE EAST COUNCIL**

**REPORT TO:** Jobs, Regeneration and Assets Overview and Scrutiny Committee

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**Date of Meeting:** 24 October 2016  
**Report of:** Director of Planning & Sustainable Development  
**Subject/Title:** Civicance Ltd – Progress Update  
**Portfolio Holder:** Councillor Arnold

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### **1.0 Report Summary**

1.1 This report provides Members of the Committee with an update on the progress and performance of the ASDV of Civicance Ltd for the first half of the 2016/17.

### **2.0 Recommendation**

2.1 The Committee is requested to note the progress made by Civicance Ltd.

### **3.0 Reasons for Recommendation**

3.1 As part of the Council's move towards being a "Commissioning Council" Civicance Ltd as one of the Council's new Alternative Service Delivery Vehicles (ASDVs) is key to the delivery of a range of services and "outcomes" for local residents. It is important to ensure that these are achieved through the ongoing monitoring of the Contract.

### **4.0 Wards Affected**

4.1 N/A

### **5.0 Local Ward Members**

5.1 N/A

### **6.0 Financial Implications**

6.1 Civicance receives a Management Fee for the delivery of service to be renegotiated annually with the Council.

### **7.0 Legal implications (authorised by the Borough Solicitor)**

7.1 Civicance has a 7 year contract with Cheshire East. The contract commenced on 1<sup>st</sup> April 2015.

## 8.0 Commentary

8.1 Civicance Ltd has now been operational for some 18 months, delivering the following services:

- Building Control
- Local Land Charges
- Planning Support, liaison and customer interface
- Street Naming and Numbering

8.2 Appendix 1 provides details of the performance from April to September 2016. This shows a continued busy period of activity across all the main service areas with some key operational achievements. This has included registration of over 3000 planning applications, 1350 Building Regulation applications, responding to 60 dangerous structures and handling over 4800 land charge search requests.

8.3 Building Control remains a challenging competitive market with the focus on delivering a responsive service whilst continuing to market the services they can offer. However, building control work from Staffordshire Moorlands and High Peak Councils is now undertaken on a daily basis.

8.4 A number of business improvement changes have now also been made – particularly to improve the planning support service. The speed of application registration continues at very high levels and hitting identified targets with strong positive feedback from customers. In liaison with Development Management, the focus over the coming months will now shift to a review of the quality of applications.

8.5 Land Charge searches remain buoyant with an improvement in turnaround performance due to additional training which has enabled Civicance to take control of all the questions within the search.

8.6 Financially, Civicance remains on track to meet a net nil position for the Authority.

## 9.0 Appendices

Appendix 1 – Performance Update Report

## 10.0 Access to Information

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

Name: David Malcolm  
Designation: Head of Planning (Regulation)  
Tel No: 01270 686744  
Email: david.malcolm@cheshireeast.gov.uk



# *Performance Update Report*

April to September 2016

Date of Report: 06<sup>th</sup> October 2016

[www.civicance.co.uk](http://www.civicance.co.uk)

Civicance Ltd is an agent for Cheshire East Council (CEC) and is owned and controlled by CEC  
Registered Office: Westfields, Middlewich Road, Sandbach, Cheshire CW11 1HZ



## 1.0 Introduction

- 1.1 Civicance Ltd provides a number of statutory regulatory services on behalf of Cheshire East, some of which are chargeable functions and open to a competitive marketplace.
- 1.2 The services Civicance Ltd undertake currently include the following;
  - Building Regulations fee earning
  - Building Regulation non fee earning
  - Response to report of Dangerous structures
  - Monitoring of Demolitions
  - Local land and property searches
  - Street naming and numbering
  - Planning administration and application registration
- 1.3 All of the work undertaken by Civicance Ltd involves, at one stage or another, interactions with residents of Cheshire East on a daily basis. Services offered need to be responsive and prompt, whilst being efficient.
- 1.4 Through the inaugural stages of the activity the members of Civicance Ltd have focussed efforts significantly to achieve the requirements as set out within the agency agreement between Cheshire East Council
- 1.5 This report provides a summary of operational performance between 01<sup>st</sup> April 2016 and the 30<sup>th</sup> September 2016 against the requirements of the agency agreement.

## 2.0 Operational achievements

- 2.1 The company operates within a competitive marketplace particularly focused on the fee earning Building Regulation and land charges areas. This business activity relies on quality service provision and service user relationships.
- 2.2 The greatest asset of the company remains its employees. Over the recent 6 month period a number of key support staff have retired or left employment. This has left a significant lack of resources, requiring a robust recruitment campaign, which is continuing at the time of the report.
- 2.3 The initial indicators are positive, however it is clear that the company will need to invest significant time and funding into training and development over the next few months to ensure that a quality service can be maintained. It is anticipated that this should be manageable without affecting performance against the agreement obligations.

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- 2.4 Competitor activity remains fierce, with approx. 30 private sector building control bodies operating within the boundaries of Cheshire East. This has meant that the team continue to drive forward the services offered under the agency agreement, delivering a responsive service whilst continuing to market and promote their delivery.
- 2.5 The company has undertaken a number of activities to promote the activities operated on behalf of Cheshire East Council under the agreement, these include;
- Become a member of each Chamber of commerce, attending network events
  - Continued to promote the functions through social media
  - Attended both the Royal Cheshire show and the Nantwich shows
  - Continued to issue monthly e-shots, providing key information to Cheshire East customers on a monthly basis
  - Developed a new informative booklet "A Guide to renovating your home"
  - Discussing options associated with media advertisement
- 2.6 To support income levels against the agreement requirements the Company now support neighbour Authorities including Staffordshire Moorlands and High Peak Councils, undertaking Building Control work on a daily basis.
- 2.7 To ensure that the functions of the company remain fit for purpose Civicance Ltd has also driven forward a number of business improvement initiatives;
- Continued to review and improve operational procedures
  - Provided direct contact support for Planning officers through the customer co-ordination team
  - Continued to register planning application within 5 days, and improving to under 2 days
  - *Improved the registration of valid prior application within 1 working day from 54% to 100%*
  - *Improved the performance of land charge searches completed within 5 working days. This has been achieved through the development of staff enabling them to determine the answers to Question 4 of the Con29, as question previously requiring input from Development Management.*
  - *The company now support the Enforcement team, logging enforcement complaints when received. This is seen as a temporary measure to support this team, whilst a direct web link solution is developed by the ICT Strategy team*

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- The company now contact over 60% of applicants submitting planning applications within 5 working days to ensure they are satisfied with the service at this point which also provides an opportunity to further promote the Building Regulation services provided.
- 2.8 The Company have also provided advice and support to the “Big Mill” dangerous structures project, which has been demolished under the dangerous structures legislation.
- 2.9 In particular over the 6 month period the company has;
- Registered 1350 Building Regulation applications, which includes 379 from partnership arrangements and 85 from neighbour Authorities. Although this demonstrates an overall increase on applications, the number of Cheshire East applications has reduced by 55 compared with the same period last year.
  - Received 3237 applications under planning legislation and registered 3079.
  - Responded to 60 dangerous structures, including a large demolition project within the centre of Congleton
  - Registered 1054 initial notices
  - Registered 9,752 competent persons notifications
  - Responded to approx. 4844 land charge search requests
  - Continued to respond to request for Building Regulation site inspections the same day when requested before 10.00am.



### 3.0 Performance Framework

3.1 A number of Key Performance Indicators have been included within the agency agreement that require the Company to monitor performance against. The following tables highlight the required performance expected of the Company as part of this agreement:

Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor Performance of Planning Application Registration	As required under contract agreement. Monitor Performance levels to clearly indicate areas for improvement.	Data can be used to forecast future work trends, staffing requirements and to identify performance against agreement targets	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve. Improve customer service delivery of planning applications

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
April - September 2016							
Valid Application registered within 10 working days	57%	100%	100%	Yes	Yes	No	99%
Valid Planning Applications registered within 5 working days	3%	80%	90%	Yes	Yes	Yes	97%
Registration of valid Householder applications registered within 2 working days	22%	90%	90%	Yes	Yes	No	98%
Registration of valid prior applications within 1 working day	29%	100%	100%	Yes	Yes	Yes	100%
Neighbours and consultees notified within 1 day of registration of applications		90%	100%	Yes	Yes	No	100%
Requests for additional information, amendments or corrections to invalid applications sent out within 5 working days of receipt		90%	90%	Yes	Yes	No	u/a
Issue Decision Notices within 1 day of Decision being produced		95%	95%	Yes	Yes	Yes	100%

*Commentary:* The company has focused on the improvement in terms of speed of registration and over coming months will now undertake a review of quality associated with this function

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Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor Market activity together with performance relating to Fee Earning activity under the Building Regulations	<i>As required under contract agreement. The data can also be used to forecast future workload and staffing requirements. The number of applications reflects fee income</i>	Data can be used to forecast future work trends, staffing requirements and to identify marketing potential.	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve.

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
<i>April - September 2016</i>							
Number of Fee Earning Applications received	1962	2200	2200	Yes	Yes	No	1350
Number of Initial Notices	1348	1400	1400	No	Yes	No	1054
Number of all LA Apps as a % of all notices received	59%	70%	70%	No	Yes	No	56%
Percentage of Full Plans checked within 15 working days	84%	94%	94%	Yes	Yes	Yes	90%
Percentage of inspections carried out the same day where requested before 10.00am	100%	98%	98%	Yes	Yes	No	100%
Percentage of Decisions issued within 2 months		98%	98%	Yes	Yes	No	98%

*Commentary:* Performance associated with work received remains at a high standard. Significant marketing activity has been undertaken by employees who are predominantly frontline customer facing employees. Currently, market analysis has revealed the activity of **approximately 30 companies** that are now regularly submitting notices within the Cheshire East region competing for “fee earning building regulations element” business in this area. Feedback also reveals that fees and charges are lower compared with those set by Cheshire East which gives competitors a commercial advantage.

Whilst the efforts of the company to identify new income streams to support the volume of Building Control applications supports the level of market share, the market share within Cheshire, when comparing simple application volumes has declined. Analysis demonstrates that the areas where applications are being lost are within the lower end of the working operations. i.e. those projects that do not require planning permission.

Performance against “Full Plans checked” etc in influenced by resources available, and where resources are required to attend unforeseen emergencies such as “Dangerous Structures” this will affect this figure. It is clear that over the last 6 months the number of such reports has increased significantly compared to the same period last year, and the contribution to the “Big Mill” demolition has also impeded general progress.



Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor Performance of processing correspondence and PD enquiries	As required under contract agreement. Monitor Performance levels to clearly indicate areas for improvement.	Identify performance against others.	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve. Improve customer service delivery of planning applications

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
April to September 2016							
Response to Permitted Development enquiries issued within 21 days		95%	95%	Yes	No	No	n/a
Acknowledgement of correspondence received sent out, scanned, indexed and filed in system within 2 working days		90%	90%	Yes	Yes	No	n/a

*Commentary:* Processes are not yet available to enable reporting of this target. This forms part of the processes review. Further discussion with the client will be necessary relating to the service level indicator for the acknowledgement, indexing of correspondence, as the whole function relies on the performance of the clients scanning bureau. Performance targets against permitted development enquiries should be available for the next quarterly report.



Action	Reason	Benefits to the Company	Benefits to the Customer
Monitor the turnaround of Local searches	As required under contract agreement. Monitor Performance levels to clearly indicate areas for improvement.	Identify performance against others.	Performance set against the contract and associated guidelines to achieve what the company sets out to achieve. Improve customer service delivery of planning applications

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement for the period
April to September 2016							
All Local searches turned around within 10 working days		100%	100%	Yes	Yes	No	100%
All Local searches turned around within 5 working days		95%	95%	Yes	Yes	Yes	98%
Expedited Searches turned around within 1 working day		100%	100%	Yes	Yes	Yes	100%
Standard Searches received (LLC1 and Con29)		5300	5300	Yes	No	No	2999
Non Standard Searches (LLC1, Con29R and Con29O)		1200	1200	Yes	No	No	568
LLC1 Only		2200	Tbc	Yes	No	No	1277
Supplementary Questions		50	Tbc	Yes	No	No	u/a

*Commentary:* One particular question used to require input from the Development management team which caused some delays. Civicance staff have now been trained in this area and now undertake this work. This is working well, and has allowed the improvement of searches completed within 5 working days from 78% to 98%



Action	Reason	Benefits to the Company	Benefits to the Customer
Process requests for Street Names	Performance measures required under Agency agreement	Ensure satisfactory monitoring of performance.	Meet customer needs and expectations.

Service Level Indicator	2014 – 2015 Cheshire East achievements	Target set for 2015 – 2016	Target Set for 2016 - 2017	Schedule 1 KPI	Schedule 6 KPI	Possible Penalties	Target Achievement to end of month
Production of informal cabinet reports within 10 working days		100%	100%	Yes	No	No	100%

*Commentary:* None

#### 4.0 Contractual Finance position

- 4.1 The table below demonstrates the financial position at the end of Sept 2016 and relates the performance of Civicance Ltd against the requirements of Schedule 6 of the Agency agreement.

Civicance & CEC contract position	Target £	Forecast £	Variance £'000
Contract payment under the agreement	1,755,634	1,755,634	0
Income generated under the terms of the contract received by CEC	(1,755,634)	(1,701,000)	54,634

- 4.2 The company are expected to manage expenditure to ensure their obligations against Schedule 6 are met, and the variance of £54,634 reduced to a net nil position for the Authority.

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## **CHESHIRE EAST COUNCIL**

### **REPORT TO: Jobs, Regeneration & Assets Overview and Scrutiny Committee**

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**Date of Meeting:** 24 October 2016  
**Report of:** Andrew Round  
**Subject/Title:** Performance update – Engine of the North  
**Portfolio Holder:** Cllr Don Stockton

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#### **1.0 Report Summary**

1.1 Engine of the North (EOTN) was formed in 2013 as an Alternative Service Delivery Vehicle (ASDV). This Committee received an update report on EOTN in November 2015. In May 2016 the contract and service agreement was signed, underpinned by the Company's 3 year business plan. This report is in response to a request by the committee for a further update on the progress of EOTN.

#### **2.0 Recommendation**

2.1 The Committee is recommended to note the contents of this report.

#### **3.0 Reasons for Recommendation**

3.1 To ensure that the performance of EOTN is appropriately scrutinised.

#### **4.0 Wards Affected**

4.1 All wards

#### **5.0 Local Ward Members**

5.1 All Members

#### **6.0 Financial Review**

6.1 EOTN is different to other ASDVs in that it does not have a revenue budget; rather virtually all its activity is capitalised as its primary purpose is linked with generating capital receipts. However a programme budget of £3.2m was agreed to provide working capital for the company. The company expects £1.8million to fall within 2016/17; Quarter 1 spend was £260k. Current commitments forecast the year end position to be £1.2m. There is therefore a 600k underspend against that profile currently being reported owing to project timescales being re-profiled.

6.2 It should be noted that £36.45k revenue costs incurred by EOTN were picked up by the Assets Service last financial year as these could not be capitalised.

**7.0 Performance Review**

- 7.1 A contract and service agreement, underpinned by the Company’s 3 year business and delivery plan, was signed in May 2016.
- 7.2 Within the Council Andrew Round is the Commissioning Manager, Andy Kehoe is the Senior Responsible Officer for the programme, with Vicki Godfrey supporting in the Contract Manager role.
- 7.3 The draft Key Performance Indicators (KPIs), baselined from EOTN’s Business Plan, are:

Ref	Priority	Performance measure	3 Year Target
KPI1	Deliver capital receipts for CEC to value and timescales agreed at point of client instruction	Disposal values received by way of Capital Receipt (CR)	£126m (stated up to & beyond 2020)
KPI2	Accelerate housing using CEC land & property assets	Homes on CE land consented	3133
KPI3	Accelerate housing through acquisition and/or development of third party land	Homes on non-CE land consented	2100
KPI4	Maximise jobs growth through development of land and sites	Commercial floor space consented	32,000
KPI5		Jobs created	3950 (from 23.5ha land)
KPI6	Bring commercial expertise to minimise risks and maximise development value to schemes supported	Costs associated with realising CR, as % of CR received	3.9%

7.4 It should be noted these KPIs are still draft; it is stated in the contract that the KPIs will be reviewed in the first year and this is the target point by which they will be formally signed-off.

7.5 The following quarterly monitoring process is in place which entails:

- Submission of a Performance Report to the Council’s Contract Manager;
- Meeting between the Contract Manager and the Managing Director of EOTN to review the report;
- Amendments made to report, as necessary;
- Meeting between the Commissioning Manager, Portfolio Holder and Managing Director of EOTN and Chair of EOTN to review (amended) report;
- Further amendments made to report, as necessary; and
- Sign-off of final report by the Commissioning Manager, and report logged with the Contract documentation (in case of future auditing) along with minutes of the review meeting to capture any agreed corrective actions.

7.6 At Quarter 1, EOTN is projecting a mixed success against its KPIs. It should be noted, the delivery programme has slipped 1 year:

KPI1 – Forecast of £91.75m, against a target of £126m (up to 2020 & beyond)

KPI2 – Forecast of 2121 homes, against a target of 3133

KPI3 – Forecast of 1500 homes, against a target of 2100

KPI4 – Forecast of 25,432sqm commercial floor space, against a target of 32,000sqm;

KPI5 - Forecast of 850 jobs, against a target of 3950

KPI6 - Current average spend as % of disposal cost is 5.14%; against a target of 3.9%

7.7 Further capital receipts in excess of £40,600,000 are anticipated between 2021 – 2030 from the North Cheshire Garden Village scheme, along with 5000 plus new homes; thereby achieving against KPI1.

7.8 The forecast of 2121 consented homes against target of 3133 in KPI2 is due to recalculation of site capacities and client instructions, in particular factoring only 70% of housing numbers on NCGV to reflect CEC ownership and that a substantial part of CEC land is now allocated as green space in the emerging local plan policy.

7.9 The forecast of 1500 homes on non CEC land against 2100 in KPI3 is due to recalculation of site capacities consistent with revised emerging allocations in the draft Local Plan.

7.10 For KPI4, 5,000sqm of retail space was lost with the decision to decommission the Snow Hill, Nantwich scheme from EOTN's programme of works; however estimates to date do not include figures for The Mills, Congleton and Wilmslow Business Park.

7.11 Regarding KPI5, further jobs are anticipated, but EOTN are awaiting further development of schemes before forecasting revised outputs.

7.12 The programme slippage has impacted on average project costs, as KPI6 demonstrates.

7.13 The capital receipt profile across the 3 years has changed for delivery of key schemes including Handforth Earl Road, South Macclesfield Development Area, and Leighton Green, due to revised Client Instructions and delays to the allocation of sites through the Local Plan process.

7.14 Based on performance to date, Council and EOTN are reviewing the profile of capital receipts to ensure that the future projection is realistic. This will also lead to a review of the projected costs for EOTN for the future.

7.15 Given the implications on all KPIs of the capital receipt delivery schedule, this is reviewed at the Portfolio Holder for Regeneration and Assets' weekly meeting, in addition to the formal contract management process. This ensures all issues and risks associated with the delivery can be resolved efficiently.

7.16 Key achievements since the last report to this Committee are as follows:

- Supported CEC Spatial Planning in the delivery of the Local Plan Strategy in particular for North Cheshire Garden Village (NCGV) and South Macclesfield Development Area (SMDA);

- Achieved planning permission for new homes and employment land on South Macclesfield Development Area (SMDA). Entered into collaboration with adjoining land owners at SMDA to deliver wider master plan for 950 homes, 4,000 sq. m retail, new primary school and enhance possible sports & community;
- Achieved disposal of Phase 1 Earl Road to realise a capital receipt for the Council of £7.5m;
- Progressing the disposal of the St Anne's Lane Nantwich former gas works for a mixed use redevelopment which will generate homes, jobs and a capital receipt. Overcame a number of development constraints including Housing and Communities Agency grant clawback, title issues and ground conditions, marketed the site, and selected preferred development partner;
- Obtained grant funding from Housing and Communities Agency for predevelopment activity to submit planning for Starter Homes at sites in Crewe Town Centre;
- Completed Draft Visioning for North Cheshire Garden Village with combined public engagement prior to drafting of Design Code;
- Undertaken predevelopment and marketing activity for the Redsands, Nantwich site in order to maximise a capital receipt and accelerate delivery;
- Developed strategy for the delivery of rural exception sites to assist in addressing housing need;
- Assisted and supported the Council in multi-departmental Local Growth Fund bids for a variety of initiatives;
- Working with external parties to produce Evergreen & Growing Places funding;
- Continue to work alongside Council's Highways service to deliver 'The North West Crewe Strategic Highway' network improvements, necessary for growth.

## **8 Company Matters**

- 8.1 EOTN has successfully migrated its accounting on to the Oracle system, enabling more real-time reporting of scheme costs and better management against KPI6.

## **9.0 Risks/Issues**

- 9.1 The sites within EOTN's development programme are often complex and therefore have an inherently high risk from a planning perspective. Realising the values and growth objectives is obviously dependent on securing improved planning status.
- 9.2 The possibility of the Council being left with abortive costs, if schemes are not pursued and so therefore do not produce capital receipts, is still a key risk as there is not an identified revenue budget for such costs. All schemes that have incurred anything more than minor costs are still anticipated to deliver a capital receipt.

9.3 Given the departure of the Managing Director mitigation measures have been put in place through interim management within EOTN and additional support from the Director of Growth and Regeneration and the Head of Assets to maintain progress on projects.

### **10.0 Access to Information**

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

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Designation:	Director of Growth and Regeneration
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Email:	Andrew.Round@cheshireeast.gov.uk

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## **CHESHIRE EAST COUNCIL**

### **REPORT TO: Jobs, Regeneration & Assets Overview and Scrutiny Committee**

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**Date of Meeting:** 24 October 2016  
**Report of:** Andrew Round  
**Subject/Title:** Performance update – The Skills & Growth Company  
**Portfolio Holder:** Cllr Don Stockton

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#### **1.0 Report Summary**

1.1 The Portfolio Holder for Regeneration and Assets took the decision to proceed with the establishment of the Skills & Growth Company Alternative Service Delivery Vehicle (ASDV) on 7 Dec 2015. This committee was provided with update reports in November 2015, and March 2016. This report is in response to a request by the committee for a further update on the progress of the Skills & Growth Company (SAGC) in its first year of operation.

#### **2.0 Recommendation**

2.1 The Committee is recommended to note the contents of this report.

#### **3.0 Reasons for Recommendation**

3.1 To ensure that the performance of the company is appropriately scrutinised.

#### **4.0 Wards Affected**

4.1 All wards

#### **5.0 Local Ward Members**

5.1 All Members

#### **6.0 Financial Review**

6.1 The 2016/17 management fee was set at £2,588k of which £1,238k is for “one-off services”. The Skills & Growth Company has made initial progress to generate additional income streams. As the year progresses and new projects are identified, the level of income is expected to increase aligned with the company’s business case. At quarter 1, forecast expenditure was £2,770k, reporting a loss of £4k.

6.2 A £68k budget pressure relating to SAGC exists on the Council side, due to the past service pension contributions, performance pay and a small actuarial report.

## 7.0 Performance Review

7.1 The Skills & Growth Company went live at the beginning of April 2016, as planned. A contract and service agreement was signed, underpinned by the company's business and delivery plan.

7.2 A comprehensive performance framework was also included in the contract, with performance measures agreed and aligning to the 8 priorities articulated for the company (number of measures are in brackets at end):

- Skills Priorities
  - Ensure young people are work ready (2)
  - Tackle long term unemployment and NEETS (3)
  - Ensure education provision meets employer needs (2)
  - Foster high value skills for high growth business (3)
- Growth priorities:
  - Lead High Growth Sectors (4)
  - Promote and secure investment in key employment sites (4)
  - Ensure businesses have the support they need to succeed (17)
  - Maximise and attract investment (4)

7.3 Additionally, 4 overarching Key Performance Indicators (KPIs) have been set:

Ref	Priority	Performance measure	Annual Target
KPI1	Ensure education provision meets employer needs Lead Employer Boards in growth sectors e.g. Life sciences, Advanced Engineering, Rail	Employment Boards (No#) <sup>1</sup>	2
KPI2	Connecting Cheshire - Contract 2 delivery with BT. implementation of 10,000 THP	(Total Homes Passed – Cumulative)	5,500
KPI3	Promote and secure investment in key employment sites	Strategic engagements <sup>2</sup> (No#)	12
KPI4	Ensure businesses have the support they need to succeed Deliver the Top 100 Strategic investor programme & High Growth SME programme (engagements)	Engagements <sup>3</sup> Top 100 Strategic (No#)	40
		High Growth Businesses (No#)	100
KPI5	Maximise and attract inward investment Create high value jobs in key growth sectors	New Jobs created <sup>4</sup>	210

7.4 It is stated in the contract that these KPIs will be reviewed in the first year.

<sup>1</sup> Boards of attended with a range of skills providers and private sector partners to foster the growth of key sectors, chaired at least on a quarterly basis

<sup>2</sup> a meeting with a developer / institutional investor / fund / commercial lenders that results in them having a firm understanding of the offer and asset base in Cheshire East and encouraging the flow of enquiries and investment opportunities

<sup>3</sup> engagements are to include six hours of contact time with the company including , a formal record and development of a comprehensive account plan expected to lead towards successful outcomes (e.g. Jobs, investment, productivity)

<sup>4</sup> Demonstrated by direct intervention by the company, adopting a similar definition to UKTI - A contractual commitment to creating a new post typically linked to an expansion, capital investment, relocation of new business function.

- 7.5 Within the Council Andrew Round is the Commissioning Manager/SRO for the Company, with Vicki Godfrey supporting in the Contract Manager role.
- 7.6 A process for monitoring performance against the performance framework was established in time for Quarter 1, and in line with contractual obligations. The quarterly process entails:
- Submission of a Performance Report to the Council's Contract Manager;
  - Meeting between the Contract Manager and the Managing Director of SAGC to review the report;
  - Amendments made to report, as necessary;
  - Meeting between the Commissioning Manager, Portfolio Holder and Managing Director of SAGC and Chair of SAGC to review the (amended) report;
  - Further amendments made to report, as necessary; and
  - Sign-off of final report by the Commissioning Manager, and report logged along with minutes of the review meeting, with the Contract documentation in case of future auditing.
- 7.7 At Quarter 1, SAGC are on target to meet all the Key Performance Indicators (KPIs) and PIs set (Full Performance Monitoring Report Attached).
- 7.8 Key successes, milestones and deliverables are included in the Corporate Monitoring Report, extracted from the SAGC Quarterly Performance report. Key achievements are as follows:
- SAGC seamlessly managed the transition of contract delivery arrangements from the Council including for Fairerpower, Connecting Cheshire, Greater Manchester/Chester & Warrington Life Science Investment Fund, and Science Corridor Enterprise Zone.
  - SAGC has been successful in its application to the Skills Funding Agency (SFA) to be an approved Registered Training Organisation (RTO). This status means that Skills & Growth can now bid to be subcontractors to an SFA contract and will then be in a position to be invited to tender for new opportunities that arise.
  - SAGC has successfully obtained a grant from the Skills Funding Agency for up to £900k to deliver Information Advice and Guidance services. The grant will be managed and evidenced by SAGC on behalf of the Council, but delivery will be sub-contracted by CEC.
  - SAGC has secured funding for CEC for a Macclesfield Heat Network Study.
  - Other grant applications made on behalf of CEC include:
    - European Social Fund: Mental Health (£2m) subcontract position in Cheshire West and Chester-led consortium
    - European Regional Development Fund (ERDF): Digital2020 (£5.3m)
    - ERDF: Digital Science Corridor (£2m) consortium bid
    - ERDF: Slim hole well (£5.5m)
    - European Local Energy Assistance: Energy Programme (£1m)
    - Local Growth Fund: Geothermal (£2.5m)

Comment [JF1]: define

Comment [JF2]: define

Comment [JF3]: define

- Local Growth Fund: Virtual Institute of Technology (£8m) consortium bid
- Heat Networks Delivery Unit: Heat Networks (£0.185m for Crewe and Hurdfield)

Comment [JF4]: define all abbreviations

- SAGC has had strategic engagements with 18 of the Top 100 accounts in the Cheshire East area in Q1. This has led to a significant pipeline of investment opportunities that could lead to the creation of around 210 high quality jobs in the area.
- SAGC coordinated an Enterprise Zone (EZ) Launch Event at Alderley Park to support applications for EZ Rate Relief; a successful investment tour from Hong Kong of key employment sites; and arranging for Assurant to tour Radbroke Park to inform investment plans.
- SAGC lead negotiations with Royal London on to the development of their campus with a state of the art Head Quarters function to be built.
- SAGC negotiated consultancy support service to Manchester Metropolitan University and local colleges under CW SME Growth Programme, and hosted a 1st apprenticeship levy meeting.

## 8.0 Company Matters

8.1 The company moved into offices within Sandbach Enterprise Centre on 12<sup>th</sup> September 2016. Works are still subject to a defect period so final figures have not been established, and there are some additional furniture requirements forthcoming, but overall anticipated spend is within the £80k budget allocation.

8.2 Registered Training Organisation (RTO) status gained by SAGC does not grant automatic entitlement to funding, and Skills Funding Agency confirmed earlier this year that current contracts cannot be novated or be subject to 2nd tier sub-contracting. This impacts the Adult Education Budget commissioned by the Lifelong learning team, and so the feasibility of them moving into SAGC is being re-appraised in the form of a new Options Appraisal for the future of the Lifelong Learning team.

## 9.0 Risks/Issues

9.1 Brexit is perceived as being a significant risk to SAGC, with the risk being it could negatively impact the future revenue generation ability of the company. A slowdown in the economy could also impact the company's ability to meet performance targets. SAGC are mitigating this risk by lobbying government on the importance of budget commitments and by working closely with businesses to understand the impact of BREXIT. SAGC are producing a Briefing Paper for their Board and CEC with impacts on forward business plan being outlined.

**10.0 Access to Information**

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

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## PERFORMANCE REPORT Q1 2016/17

FOR CHESHIRE EAST COUNCIL

**PURPOSE** To update Cheshire East Council on the performance of the Skills and Growth Company in quarter 1 of 2016/17.

**DATE** Thursday, 28 July 2016

**PREPARED BY** Dan Griffiths, Programme Manager

**APPROVED BY** Skills and Growth Company Board

### SUMMARY

- Quarter 1 has seen a robust start to the Skills & Growth company, having gone live on 1<sup>st</sup> April 2016.
- Overall, performance and finances are in alignment with expectations (KPIs, PIs and project delivery) in accordance with the contract with Cheshire East Council.
- The quarter has been characterised by a proactive and high profile stakeholder engagement campaign and the development of bids to grow the company's business base.
- Over the quarter the company has maintained stability as new systems, processes and procedures have been introduced, and seamlessly managed the transition of contract delivery arrangements from the Council including Fairerpower, Connecting Cheshire, GM/C&W Life Science Investment Fund, and Science Corridor Enterprise Zone. There has been a small amount of new work requests to manage as new arrangements bed in.

**FINANCE:**

**PERFORMANCE FRAMEWORK:**

**RISK:**

## PERFORMANCE NARRATIVE

The tables below is a written record of the key achievements over the quarter. This includes information relevant to the work plan, performance indicators and enabling functions set out in the business case.

SKILLS PRIORITY 1 ENSURE YOUNG PEOPLE ARE WORK READY		
April	May	June
<ul style="list-style-type: none"> <li>Participation in Changing Education’s ‘Work Based Learning’ Conference for schools at Cranage Hall</li> <li>Three C&amp;W LAs agree to a consortium approach to the development of an ESF IAG bid</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with potential IAG providers for ESF IAG bid</li> <li>Stepping into Business workshop delivered to 3 primary and 1 high school, in partnership with Bentley Motors</li> <li>Poynton/Wilmslow/Knutsford Pledge meeting at AZ to discuss roll-out of third Pledge and work readiness programmes</li> <li>Macclesfield Pledge meeting to discuss Apprenticeships into schools.</li> </ul>	<ul style="list-style-type: none"> <li>Response to APPG ‘IAG in Schools’ call for evidence submitted</li> <li>Business Breakfast for schools and industry held</li> <li>ESF IAG Partnership Bid submitted</li> <li>Stepping into Business Meeting held</li> <li>KS4 Apprenticeship Destination data analysed and baseline and KPI set</li> <li>Successful application to subcontract for College Consortium and LTE IAG bid</li> <li>Brief developed for Young People CEIAG survey</li> <li>Agreement from LEP to run Careers Enterprise Pilot in Cheshire East on behalf of LEP Work Readiness Programme (Pledge) commenced in 3 schools</li> <li>Meeting arranged to consider International School responding to LEP Employer Board</li> </ul>
SKILLS PRIORITY 2 TACKLE LONG TERM UNEMPLOYMENT AND NEETS		
April	May	June
<ul style="list-style-type: none"> <li>Represented CEC at SEMMS Airport A6 relief Road meeting and reviewed take up of jobs by CE young people with Carillion/Morgan and other LA partners</li> </ul>	<ul style="list-style-type: none"> <li>Led on Adult Education Budget development with the LEP</li> </ul>	<ul style="list-style-type: none"> <li>Established Interim Governance Board for CE-LL</li> <li>Interim Governance Board – Inaugural meeting held</li> </ul>

<p>(Stockport and Manchester)</p> <ul style="list-style-type: none"> <li>Catch 22 (CEC funded NEETs project), Steering group meeting held to review progress</li> </ul>	<ul style="list-style-type: none"> <li>SFA ROTO application resubmitted</li> <li>ESF Mental Health bid submitted – partnership across LAs</li> <li>Lead discussed and DWP regarding co-location of JCPlus</li> </ul>	<p>and ToR drafted</p> <ul style="list-style-type: none"> <li>SMT approval to developing an integrated Framework for Employment across the Council</li> <li>Development of ‘Skills Indicators’ to identify ‘hot spots’ across the Borough underway</li> </ul>
<b>SKILLS PRIORITY 3                      ENSURE EDUCATION PROVISION MEETS EMPLOYER NEEDS</b>		
<b>April</b>	<b>May</b>	<b>June</b>
<ul style="list-style-type: none"> <li>Rail Skills Board met and agreed to support the development of a Crewe rail skills ‘spoke’ to the National College</li> <li>1<sup>st</sup> Apprenticeship Levy meeting held at MMU</li> </ul>	<ul style="list-style-type: none"> <li>Developed Rail Institute of Technology proposal with industry and providers</li> <li>Submitted Rail Institute of Technology bid to LEP for LGF3</li> <li>Successful subcontractor application to LTE for business engagement under ESF Skills for Workforce project</li> <li>Discussion with Carillion/Keir SMART motorway programme (M6 J16-19): Apprenticeship and work experience opportunities for local schools</li> </ul>	<ul style="list-style-type: none"> <li>Rail Institute of Technology bid shortlisted and approved for LGF3 submission</li> <li>UTC Open Day/ Careers Event supported</li> <li>Employers supported with Skills Enquiries x 3</li> <li>Led on Area Based Review for C&amp;WLEP. Led C&amp;W Employer Skills Board on behalf of LEP</li> <li>Co-ordinating October ‘Shaping our Future’ event for employers and providers to share intelligence to shape provision.</li> </ul>
<b>SKILLS PRIORITY 4                      FOSTER HIGH VALUE SKILLS FOR HIGH GROWTH BUSINESS</b>		
<b>April</b>	<b>May</b>	<b>June</b>
<ul style="list-style-type: none"> <li>Presentation to STEMCAT meeting on Pye Tait’s analysis of Advanced Manufacturing and Rail Skills.</li> <li>Stepping into Business planning meeting held</li> </ul>	<ul style="list-style-type: none"> <li>Rail Skills Board meeting held -agreement to recruit Rail Co-ordinator, partner contributions to fund</li> <li>Partner in HEFCE Outreach bid with Higher Futures: to take account of CEC/S&amp;GC priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioned Apprenticeship Levy data analysis – identified businesses in CE liable for levy c150 c£15m/annually</li> <li>Employer Levy Toolkit under development</li> <li>Secured CE digital rep to sit on sub regional skills board – Mobica CTO</li> </ul>
<b>GROWTH PRIORITY 1                      LEAD HIGH GROWTH SECTORS</b>		

April	May	June
<ul style="list-style-type: none"> <li>Working group established to drive forward SOZ at Hurdsfield.</li> <li>JV launched with Engie. Inception Board Meeting undertaken and process for business plan in 6-months progressing.</li> <li>Established Innovation Strategy Board with private sector/ industry membership</li> <li>AMR launched and liaison established.</li> <li>Funding secured for Macclesfield Heat Network Study.</li> <li>The Creative and Digital Taskforce 'The Weave' has been established and meeting regularly.</li> <li>First Alderley Park briefing held with MSP and local councillors.</li> <li>Bid for Heat Networks funding for Crewe Town Centre and Hursdfield.</li> </ul>	<ul style="list-style-type: none"> <li>Science Corridor EZ successfully launched.</li> <li>BIS Science and Innovation Audit started with Greater Manchester.</li> <li>Engagement with Jodrell Bank for the SKA started, with an imminent planning application expected. Grant funding agreement being drafted by Legal and payment schedule has been agreed.</li> <li>Geothermal ESIF Concept submitted by deadline with Keele University for test well and business support programme. Match being sought from LGF</li> <li>ELENA funding bid approved by cabinet and submitted to the EIB.</li> </ul>	<ul style="list-style-type: none"> <li>MoU between CEC and Astra Zeneca signed for improvements at Hurdsfield.</li> <li>Health Innovation project scoped including initial research and workshop between BioHub/MSP and The Weave.</li> <li>PQQ documents issued for Organic Waste Treatment Solution for 2 lots</li> <li>Digital 2020 business case developed and approval external funding.</li> <li>t.</li> <li>Connecting Cheshire 80K Programme progressing well, with end in September, and 10k delivery on track.</li> <li>Advice and guidance on unconventional hydrocarbons (fracking)</li> </ul>
<b>GROWTH PRIORITY 2      PROMOTE AND SECURE INVESTMENT IN KEY EMPLOYMENT SITES</b>		
April	May	June
<ul style="list-style-type: none"> <li>Event with East Cheshire Chamber to assess demand for employment land in Congleton</li> <li>Produced evidence and analysis of demand for employment land at Albion Chemical Works</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Zone Launch Event and supporting applications for EZ Rate Relief</li> </ul>	<ul style="list-style-type: none"> <li>Successful meeting with Billfinger GVA to position investment opportunities in key employment sites.</li> <li>Positioned demand profile for Cheshire Green to support the business case for investment.</li> <li>Positioned the demand profile for Cheshire Gateway &amp; Land off University Way (Crewe) to justify change of use.</li> <li>Coordinated pre-application for Radius Payment solutions for a new purpose built 65,000 sq ft HQ facility.</li> </ul>

GROWTH PRIORITY 3 ENSURE ALL BUSINESSES HAVE THE SUPPORT THEY NEED TO SUCCEED		
April	May	June
<ul style="list-style-type: none"> <li>• Programme of visits arranged for Leader of Council to Top 25 Companies</li> <li>• Business Rocks Event in Manchester – launch of Creative England Digital Growth Fund</li> <li>• Confirmed a pilot of Innovate 2 Succeed Programme and established referral mechanism</li> <li>• Negotiating a consultancy support service to Reaseheath College, South Cheshire College and MMU under CW SME Growth Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting AO.Com with launch of new site and recruitment of 70 new jobs</li> <li>• Commissioning Science Corridor Sustainable Travel Planning Study</li> <li>• SAGC facilitated a networking meeting with a small group of entrepreneurs when Baroness Mone visited CE on 9th May</li> <li>• Submitted bids to provide Business Engagement &amp; Training Needs Analysis service under an ESF Employees Support in Skills Programme (</li> <li>• Led negotiations with Royal London</li> </ul>	<ul style="list-style-type: none"> <li>• Progressing 6 EOI's for the Digital &amp; Creative Fund.</li> <li>• Starting targeted engagement to support companies that will be apprentice levy payers.</li> <li>• commercial sponsorship for the Tour of Britain.</li> <li>• Leader programme progressing well 2 projects on track to receive funding.</li> <li>• Guided Walk of rural businesses with NFU</li> </ul>
GROWTH PRIORITY 4 MAXIMISE AND ATTRACT INWARD INVESTMENT		
April	May	June
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Zone Launch Event and supporting applications for EZ Rate Relief</li> <li>• Coordinated meeting between Leader of Council and AstraZeneca to agree how to position Cheshire and the North West with AZ's Global Leaders</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>• Coordinated investment tour from Hong Kong based investment consortium interested in investing in key employment sites.</li> <li>•</li> </ul>

## PERFORMANCE INDICATORS

The tables below set out quantitative performance over the quarter for KPIs and PIs.

KEY PERFORMANCE INDICATORS									
Ref	Priority	Performance measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
KPI1	Ensure education provision meets employer needs Lead Employer Boards in growth sectors e.g. Life sciences, Advanced Engineering, Rail	Employment Boards (No#) <sup>1</sup>	2	1	1	1	2	2	0
KPI2	Connecting Cheshire - Contract 2 delivery with BT. implementation of 10,000 THP	(Total Homes Passed – Cumulative)	5,500	2,000	2,000	2,750	3,527	3,527	2,000
KPI3	Promote and secure investment in key employment sites	Strategic engagements <sup>2</sup> (No#)	12	2	1	1	3	5	1
KPI4	Ensure businesses have the support they need to succeed Deliver the Top 100 Strategic investor programme & High Growth SME programme (engagements)	Engagements <sup>3</sup> Top 100 Strategic (No#)	40	10	2	4	12	18	8
		High Growth Businesses (No#)	100	26	0	8	12	20	26
KPI5	Maximise and attract inward investment Create high value jobs in key growth sectors	New Jobs created <sup>4</sup>	210	50	70	70	70	210	150

<sup>1</sup> Boards of attended with a range of skills providers and private sector partners to foster the growth of key sectors, chaired at least on a quarterly basis

<sup>2</sup> a meeting with a developer / institutional investor / fund / commercial lenders that results in them having a firm understanding of the offer and asset base in Cheshire East and encouraging the flow of enquiries and investment opportunities

<sup>3</sup> engagements are to include six hours of contact time with the company including , a formal record and development of a comprehensive account plan expected to lead towards successful outcomes (e.g. Jobs, investment, productivity)

<sup>4</sup> Demonstrated by direct intervention by the company, adopting a similar definition to UKTI - A contractual commitment to creating a new post typically linked to an expansion, capital investment, relocation of new business function.

SKILLS PRIORITY 1 ENSURE YOUNG PEOPLE ARE WORK READY								
Ref	Performance measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
SP1.1	Secondary schools and college in Cheshire East participate in a Pledge (or similar) Work Readiness Programme	20%	5%	0%	0%	14%	14%	10%
SP1.2	Increase the number of young people in Cheshire East choosing and securing Apprenticeships as a destination at end of KS4 (Year 11 leavers)	6%	Measured Annually					
SKILLS PRIORITY 2 TACKLE LONG TERM UNEMPLOYMENT AND NEETS <sup>5</sup>								
Ref	Performance measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
SP2.1	Increase enrolments for community learning and Adult Skills (Now AEB)	2,500	TBD					
SP2.2	Maintain or improve Ofsted grade from good	Good/outstanding						
SP2.3	Ensure learner retention rate maintained above 91%	91-94% 95%						
SKILLS PRIORITY 3 ENSURE EDUCATION PROVISION MEETS EMPLOYER NEEDS								
Ref	Performance measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
SP3.1	Employer surveys indicate year on year good or better satisfaction with local training provision	1	0	0	0	0	0	1
SP3.2	Employers supported with skills matching enquires	25	5	0	0	3	3	5
SKILLS PRIORITY 4 FOSTER HIGH VALUE SKILLS FOR HIGH GROWTH BUSINESS								

<sup>5</sup> Only applicable once Life Long Learning Join the company

Ref	Performance measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
SP4.1	Employer Boards (Like Rail skills) established in growth sectors e.g. Life sciences, Advanced Engineering, Agri- Tech	2	1	1	1	2	2	n/a
SP4.2	Careers events linked to priority high skilled sectors or major initiatives e.g. HS2, Northern Gateway	5	1	0	1	0	1	n/a
SP4.3	Ambassadors/ mentors from high growth sectors supporting schools to promote career opportunities	10	0	0	0	0	0	3
<b>GROWTH PRIORITY 1 LEAD HIGH GROWTH SECTORS</b>								
Ref	Measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
GP 1.1	(Energy) Fairerpower Complete 5 year business plan Customers Partners	6000 1	1,500 0	305 0	319	463 1	1,087 1	6000 1
GP1.2	(Technology) Connecting Cheshire - Contract 1 implementation plan final 52 structures (Cumulative)	51	10	26	28	30	30	51
GP1.3	(Technology) Connecting Cheshire Gainshare modelling and programme development Total Homes Passed (NB* Not a 16/17 target)	0	0	0	0	0	0	0
GP1.4	(Technology) Connecting Cheshire - Contract 2 delivery with BT. implementation of 10,000 THP (Total Homes Passed – Cumulative)	5,500	2,000	2,000	2,750	3,527	3,527	2,000
<b>GROWTH PRIORITY 2 PROMOTE AND SECURE INVESTMENT IN KEY EMPLOYMENT SITES</b>								
Ref	Measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
GP 2.1	Projected increase in business rate income related to the development of a specific asset <sup>6</sup>	£0.5k	£0.1k	£0.46	£0.01	£0.0	£0.47	TBC
GP 2.3 (KPI 3)	Promote and secure investment in key employment sites	12	3	0	1	3	4	£1m

<sup>6</sup> \* this is an estimation based on a consistent valuation per square ft.

GP 2.4	Additional floor space taken up (sqft)	500,000	100,000	386,502	9,545	0	396,047	500,000
GP 2.5	Promotional Events / Prospectus for Key Sites	2	0	0	0	0	0	1
<b>GROWTH PRIORITY 3      ENSURE ALL BUSINESSES HAVE THE SUPPORT THEY NEED TO SUCCEED</b>								
Ref	Measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
GP 3.1	Creation of new high value jobs in priority sectors <b>(Top 100)</b>	400	70	70	50	0	120	100
GP 3.2	Creation of new high value jobs in priority sectors <b>(HGSME)</b>	200	20	0	27	5	32	110
GP 3.3	Creation of new entry level jobs	0	0	0	0	0	0	0
GP 3.4	Strategic Account Plans <b>(Top 100)</b>	25	8	4	3	2	9	3
GP 3.5	Business engagements <b>(Top 100)</b>	40	10	2	3	7	12	10
GP 3.6	Business engagements <b>(HGSME)</b>	124	26	0	10	16	26	26
GP 3.7	Capital investment <b>(Top 100)</b>	£3 m	£0.1 m	£50K	0	£0.5m	£0.55m	£5m
GP 3.7	Capital investment <b>(HGSME)</b>	£2 m	£0.1 m	0	£50k	£450k	£0.5m	£1.5m
GP 3.8	Revenue spend <b>(Top 100)</b>	£6 m	£0.5 m	0	£3m	£0m	£3m	£10m
GP 3.8	Revenue spend <b>(HGSME)</b>	£4 m	£0.25 m	0	£200k	£580k	£0.78m	£5m
GP 3.9	Engagement with external organisations <b>(Top 100)</b>	5	3	3	0	0	3	1
GP 3.9	Engagement with external organisations <b>(HG SME)</b>	5	2	1	1	1	3	1
GP 3.9	Referrals to external organisations and track success <b>(Top 100)</b>	25	5	0	1	1	2	3
GP 3.9	Referrals to external organisations and track success <b>(HGSME)</b>	25	5	1	4	1	6	1
GP 3.10	Events <b>(Top 100)</b>	4	1	0	0	1	1	1
GP 3.10	Events <b>(HGSME)</b>	8	1	1	1	0	2	1

GP 3.11	GVA	<b>£70 m</b>	£7.71m	£5.9m	£6.59	£0.43	£13.03	£18.00m
<b>GROWTH PRIORITY 4      MAXIMISE AND ATTRACT INWARD INVESTMENT</b>								
Ref	Measure	Annual Target	Quarter 1 Target	April	May	June	To Date	Pipeline
GP 4.1	New Jobs Created	<b>200</b>	50	100	0	100	200	100
GP 4.2	Respond effectively to 50 enquiries/ opportunities per annum	<b>50</b>	13	3	5	8	13	2
GP 4.3	Lead Generation Events	<b>8</b>	2	0	1	1	2	1
GP 4.4	Multiplier Assists	<b>25</b>	6	2	2	4	6	3

**COUNCIL NEW WORK REQUESTS**

WORK REQUESTS							
Teams	April	Days	May	Days	June	Days	
<b>Corporate</b>	<ul style="list-style-type: none"> <li>Review of Community Engagement Plans for the Council</li> <li>Review of Research Partnership Framework</li> </ul>	0.2  0.2	<ul style="list-style-type: none"> <li>Review of Ambition for All Framework</li> <li>Review of Annual Governance Statement</li> </ul>	1  0.2	<ul style="list-style-type: none"> <li>Review of partnership structures</li> </ul>	0.3	
<b>Innovation and Growth</b>	<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li>Commerical Opportunities – Macclesfield Hospital / Infomatics</li> <li>LGF Bid – Geothermal</li> <li>LGF Bid – Digital Fund</li> <li>Informal Cabinet Paper - Fracking</li> </ul>	1  2 2 1	<ul style="list-style-type: none"> <li></li> </ul>		
<b>Business Engagement and Inward Investment</b>	<ul style="list-style-type: none"> <li>Tour of Britain</li> </ul>	tbc	<ul style="list-style-type: none"> <li>Review of Employment Sites for Devolution</li> <li>LGF Bid – revolving fund</li> <li>Informal Cabinet Concept Paper – strategic relationship with Chambers</li> <li>Sustianable Transport Study – Science Corridor</li> </ul>	0.8  1 3  tbc	<ul style="list-style-type: none"> <li>Informal Cabinet Concept paper on Brexit</li> </ul>	6	
<b>Skills and Employment</b>	<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>		

**GRANT APPLICATIONS IN THE COUNCIL'S NAME**

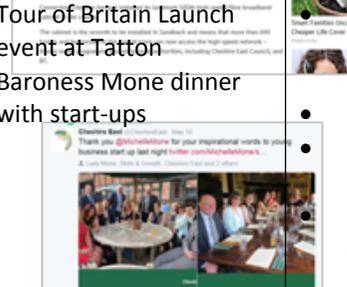
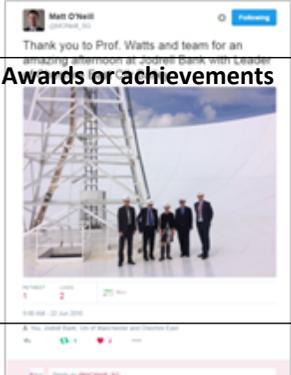
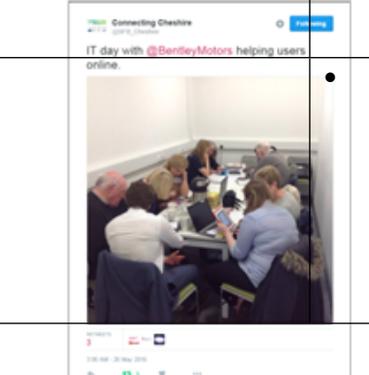
## BIDS

### NAME and VALUE

- **ESF: Mental Health** (£2m) subcontracting position in a consortium where CWAC is the lead
- **ESF: CIAG** (£0.9m) consortium bid
- **ERDF: Digital2020** (£5.3m)
- **ERDF: Digital Science Corridor** (£2m) consortium bid
- **ERDF: Slim hole well** (£5.5m)
- **ELENA: Engergy Programme** (£1m)
- **LGF: Geothermal** (£2.5m)
- **LGF: VIoT** (£8m) consortium bid
- **HNDU: Heat Networks** (£0.185m)

## COMMUNICATIONS

## COMMUNICATIONS - KEY PERFORMANCE INDICATORS

Performance measure	April	May	June	Q1 Total		
<b>Engagements</b>		Cheshire Science Corridor enterprise zone launched	High speed broadband roll-out connects Cheshire			
<b>Media Releases &amp; Social Media Activity</b>	  	<ul style="list-style-type: none"> <li>S&amp;G Launch</li> <li>Energie JV</li> <li>Digital Growth Fund launch</li> </ul>	 	<ul style="list-style-type: none"> <li>Tour of Britain Launch event</li> <li>GM&amp;C Life Science Fund £3m for Blueberry</li> <li>Alderley Park EZ launch</li> <li>Connecting Cheshire 500th cabinet</li> </ul>  	<ul style="list-style-type: none"> <li>BHS Statement</li> <li>Connecting Cheshire cycling campaign</li> <li>Rail Skills Week</li> </ul>	9
<b>Stakeholder Engagement Highlights</b>	  	<ul style="list-style-type: none"> <li>Business Rocks exhibition</li> <li>East Cheshire Chamber Awards</li> <li>Young Enterprise Awards - JC judge</li> </ul>	<ul style="list-style-type: none"> <li>Tour of Britain Launch event at Tatton</li> <li>Baroness Mone dinner with start-ups</li> </ul>	<ul style="list-style-type: none"> <li>Antoinette Sandbach &amp; Edward Timpson attend CC cabinet switch-ons</li> <li>Cheshire Show</li> <li>ToB visitor economy event at Cheshire Show</li> <li>Engagement visit to Jodrell Bank and SKA</li> </ul>	9	
<b>Awards or achievements</b>	 	<ul style="list-style-type: none"> <li>Queen's Award for Enterprise 6 winners in the borough</li> <li>Anari, Crawford Healthcare, Delamere Dairy, Genesys, Mobica, Wheelwash in Crewe</li> </ul>	<ul style="list-style-type: none"> <li>TMC win RAR Grand Prix</li> <li>Crawford Healthcare win Made in the North West award</li> <li>Connecting Cheshire Launch Broadband without Brakes campaign</li> </ul>	<ul style="list-style-type: none"> <li>You Tube channel launched with S&amp;G intro video</li> <li>First joint digital inclusion events run with Bentley</li> </ul>	5	

Examples of activity



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## CHESHIRE EAST COUNCIL

### REPORT TO: Jobs Regeneration and Assets Overview and Scrutiny Committee

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**Date of Meeting:** 24 October 2016  
**Report of:** Overview and Scrutiny Team  
**Subject/Title:** Work Programme update

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#### **1.0 Report Summary**

- 1.1 To review items in the 2016/17 Work Programme, to consider the efficacy of existing items listed in the schedule attached, together with any other items suggested by Committee Members.

#### **2.0 Recommendations**

- 2.1 That the work programme be received and noted.

#### **3.0 Reasons for Recommendations**

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

#### **4.0 Wards Affected**

- 4.1 All

#### **5.0 Local Ward Members**

- 5.1 Not applicable.

#### **6.0 Background and Options**

- 6.1 In reviewing the work programme, Members must pay close attention to the Corporate Priorities and Forward Plan.
- 6.2 Following this meeting the document will be updated so that all the appropriate targets will be included within the schedule.
- 6.3 In reviewing the work programme, Members must have regard to the general criteria which should be applied to all potential items, including Task and Finish reviews, when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- Does the issue fall within a corporate priority

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

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

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

### **7.0 Access to Information**

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

Name: Mark Nedderman  
Designation: Scrutiny Manager  
Tel No: 01270 686459  
Email: [mark.nedderman@cheshireeast.gov.uk](mailto:mark.nedderman@cheshireeast.gov.uk)

## Jobs Regeneration and Assets Overview and Scrutiny Committee – 24 October 2016

### Future Meetings

Formal Meeting	Formal Meeting	Informal Meeting	Formal Meeting	Informal Meeting
Date: <b>24 October 2016</b> Time: 2:00pm Venue: Committee Suites, Westfields	Date: <b>21 Nov 2016</b> Time: 2:00pm Venue: Committee Suites, Westfields	Date: <b>12 Dec 2016</b> Time: 2:00pm Venue: Committee Suites, Westfields	Date: <b>23 Jan 2017</b> Time: 2:00pm Venue: Committee Suites, Westfields	Date: <b>20 Feb 2017</b> Time: 2:00pm Venue: Committee Suites, Westfields

### Essential items

Item	Description/purpose of report/comments	Outcome	Lead Officer/organisation/Portfolio Holder	Suggested by	Current position	Key Dates/Deadlines
Apprenticeships	To carry out a task group looking at how apprenticeships external to the Council	Cheshire East has a strong and resilient economy & People have the life skills and education they need to thrive	Workforce Development Officer/ Head of HR	Committee		July 2017
CIL	Cabinet recently approved work to develop schedules for CIL. Committee needs to consider its role and how it will contribute.	Cheshire East is a green and sustainable place	Head of Planning Strategy	Corporate Scrutiny Committee	Briefing received at informal meeting in April 2016. Further item on preliminary charging schedule required	TBA
Cheshire and Warrington Enterprise Partnership	To monitor the LEP and its effectiveness in achieving the aims for the Borough.	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	CWAC and Warrington have been approached to make arrangements	TBA

## Jobs Regeneration and Assets Overview and Scrutiny Committee – 24 October 2016

					for joint scrutiny	
Regeneration of Towns and Villages	To assess the regeneration needs of Cheshire East's towns and villages	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Agreed at workshop	TBA
Transfer of Community Assets	To review the effectiveness of the Council's policies and guidance in relation to the transfer of community assets	Cheshire East has a strong and resilient economy	Andy Kehoe Head of Asset Management	Portfolio Holder	Task and Finish Group appointed	Scoping meeting arranged for 21 October 2016
Lifelong Learning services	To scrutinise an options appraisal on the future delivery of Lifelong Learning services and provide advice to the Portfolio Holder when considering proposals to implement the recommendations.	Cheshire East has a strong and resilient economy	David Laycock Project Manager	Portfolio Holder		TBA

### Monitoring Items

Item	Description/purpose of report/comments	Outcomes	Lead Officer/organisation/Portfolio Holder	Suggested by	Current position	Key Dates/Deadlines
High Growth City Project	A task and finish group conducted a review to help council prepare for the potential impact of Crewe being part of HS2 and submitted a report to Cabinet with recommendations.  <b>Phase 2 of Crewe Hub master</b>	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Phase 2 of Crewe Hub master plan to be considered.	21 November 2016

## Jobs Regeneration and Assets Overview and Scrutiny Committee – 24 October 2016

	<b>plan to be considered by the Committee.</b>					
Cheshire Neighbours Credit Union	To monitor the progress of the credit union following the reward of a further grant, subject to required actions, by the Cabinet	Our local communities are strong and supportive	Strategic Partnership Manager	Committee	Update received at Feb informal. Further item at public meeting	TBA
Cheshire East Engine of the North	To monitor the performance of EotN and whether it is delivering on its targets	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Report received 18 Jan. Next report requested Autumn	24 October 2016
Civcance	To monitor the progress of the ASDV and delivery on targets.  Report to include staffing levels and turnover, performance and workload.	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Report received 18 Jan. Next report requested Autumn	24 October 2016
Skills and Growth ASDV	To monitor the implementation of Cabinet decision to set up new ASDV and have an input into its role and services	Cheshire East has a strong and resilient economy & People have the life skills and education they need to thrive	Head of Investment	Committee	Update report agreed for 21 March meeting. ASDV due to go live on 1 April 2016	October/November 2016
Strategic Asset Management Plan	To monitor the implementation of SAMP and the transfer of surplus assets	Responsible effective and efficient organisation	Head of Asset Management	Committee	Update received at May 2016 meeting. Item on Transfers to Town and Parishes TBC	TBA
Private Housing HMOs	The Committee to consider whether the issue would benefit	Our local communities	Housing Standards &	Corporate Scrutiny	Awaiting implementation of	Possibly November 2016

## Jobs Regeneration and Assets Overview and Scrutiny Committee – 24 October 2016

	from scrutiny activity	are strong and supportive	Adaptations Manager	Committee	new legislation. Housing and Planning Portfolio Holder invited to give presentation	
Macclesfield Town Centre Regeneration	To receive a paper about the strategy for the town and potential risks and ongoing issues	Cheshire East has a strong and resilient economy	Project Director Macclesfield Regeneration	Caroline Simpson	Presentation received at October 2015 meeting	TBA
Crewe Town Centre Regeneration	To receive a briefing about the regeneration framework for Crewe Town Centre	Cheshire East has a strong and resilient economy	Regeneration Programme Manager Crewe	Committee	Presentation received at November 2015 meeting	TBA
Congleton Town Centre Regeneration	To receive a briefing about the progress of regeneration in Congleton Town Centre	Cheshire East has a strong and resilient economy	Regeneration & Major Projects Manager	Committee	briefing on regeneration in Congleton requested, deferred from April	TBA
HS2	To monitor the progress of developments.	Cheshire East has a strong and resilient economy	Executive Director Place	Committee	Latest update received at 14 December 2015 informal meeting	Future dates to be considered
Local Plan	Monitor site allocations, housing delivery and impact on regen and other strategies	Cheshire East is a green and sustainable place	Head of Planning Strategy	Committee	Agreed at workshop	TBA

### Possible Future/ desirable items

- End to End Planning Process
- Homelessness Task Group – postponed in sept 15
- Council House Building
- Starter Homes



## FORWARD PLAN FOR THE PERIOD ENDING 31<sup>ST</sup> JANUARY 2017

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

“an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

*For the purpose of the above, savings or expenditure are “significant” if they are equal to or greater than £1M.”*

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Democratic Services Team  
Cheshire East Council  
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ  
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained.

A record of each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, at Council Information Centres and at Council Offices.

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the

meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for the decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting, please email:

Paul Mountford, Democratic Services Officer [paul.mountford@cheshireeast.gov.uk](mailto:paul.mountford@cheshireeast.gov.uk)

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 clear day rule for publication of notice of a key decision or intention to meet in private, the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

<b>Key Decision and Private Non-Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 16/17-16 Cheshire East Local Development Scheme	To approve the fifth local development scheme, setting out a programme and timetable for the preparation of documents for the Local Plan 2016 – 2018. It will be used to support the Local Plan Examination Hearings in September/October 2016.	Cabinet Member for Housing and Planning	17 Oct 2016		Frank Jordan, Executice Director: Place	
CE 15/16-49 Review of Available Walking Routes to School	To review all available walking routes to school linked to Home to School Transport; and to ensure that equitable and appropriate arrangements are in place for all Home to School Transport.	Cabinet	18 Oct 2016		Kath O'Dwyer, Deputy Chief Executive and Executive Director: People	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17- 6 Crewe Green Roundabout Preferred Scheme Selection and Works Contract Award	<ol style="list-style-type: none"> <li>1. To select a preferred design solution</li> <li>2. to select a procurement route for the delivery of the Works resulting in the appointment of a Contractor and award of the Contract</li> <li>3. to authorise the extension of the appointment of the Designer and production of detailed design for the preferred solution</li> <li>4. to authorise that officers enter into discussions with The Duchy of Lancaster and effect the transfer of the necessary land</li> <li>5. to authorise the conduct of the necessary diversions of statutory-undertakers apparatus to enable the highways Works</li> <li>6. to authorise the completion of assembly of the identified funding solutions</li> </ol>	Cabinet	18 Oct 2016		Phil Christian, Research and Consultation Team Leader	

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 16/17-9 Prevent Duty and Channel Duty	To consider the authority's responsibilities under the Prevent Duty Guidance 2015 and the Channel Duty Guidance 2015.	Cabinet	18 Oct 2016		Stephanie Cordon, Head of Communities	No
CE 16/17-15 Children's Residential Home Tender	To give delegated authority to the Deputy Chief Executive and Executive Director People in consultation with the Portfolio Holder for Children and Families to award a contract for the Children's Residential Home tender.	Cabinet	18 Oct 2016		Kath O'Dwyer, Deputy Chief Executive and Executive Director: People	No
CE 16/17-17 LAN Switch Replacement Project	To approve the procurement and award of contracts for the replacement of all EOL/EOS LAN equipment at an estimated cost of £3M over a seven year contract period, via the Crown Commercial Service RM1045 LOT 2 – Local Connectivity Services.	Cabinet	18 Oct 2016		Gareth Pawlett, ICT Manager	No

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 16/17-18 Connected Communities	To approve the Connected Communities Strategy and to agree the allocation of existing Partnerships and Communities Budget for the delivery of the Strategy; and to authorise officers to take all necessary steps to implement and deliver the Strategy.	Cabinet	18 Oct 2016		Kirstie Hercules	No
CE 16/17-10 Middlewich Eastern Bypass: Selection of Preferred Route, Development of Detailed Design and Outline Business Case	To select a preferred design; develop the detailed design; authorise discussions with landowners and developers; and develop an outline business case, identifying the funding required to deliver the bypass.	Cabinet	8 Nov 2016		Andrew Round, Interim Executive Director of Growth and Prosperity	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 16/17-12 Expressions of Interest to the DfE Innovation Programme	<p>To authorise the Executive Director People to submit the business cases and proceed to the final stages of the bidding process to the DfE Innovation Programme, and to undertake all necessary negotiations and enter into any funding and associated agreements to secure the funding from the DfE Innovation Programme.</p> <p>To delegate the authority to make decisions on the use of funds for these projects to the Executive Director People, including the procurement of services, provision of grants, entering into partnership agreements and authorising the acceptance and use of funds.</p>	Cabinet	8 Nov 2016		Nigel Moorhouse, Interim Director of Childrens Services	No

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 16/17-14 Congleton Link Road - Procurement Strategy	To approve the preferred procurement strategy for Congleton Link Road and to authorise the officers to take the necessary actions to commence the procurement process.	Cabinet	8 Nov 2016		Paul Griffiths	No
CE 16/17-19 Highways Service Contract Re-Procurement	To approve the contract model, procurement route and project management framework, and to authorise the officers to progress the re-procurement exercise in consultation with the Portfolio Holder.	Cabinet	8 Nov 2016		Frank Jordan, Executive Director: Place	No
CE 16/17-21 Commissioning a Voluntary, Community and Faith Infrastructure Service	To approve the commissioning of a Voluntary, Community and Faith Infrastructure Service from April 2017 and authorise the officers to take all necessary actions to implement the proposal.	Cabinet	8 Nov 2016		Stephanie Cordon, Head of Communities	Exempt by virtue of para 5

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 15/16-8 Poynton Relief Road - Procurement Strategy and Compulsory Purchase of Land	The Poynton Relief Road forms an important part of the Council's strategy of enabling job creation, delivering housing growth and addressing long standing traffic congestion and environmental issues in the town, as well as delivering an important part of the wider SEMMMS Strategy. One report will outline the work undertaken to identify the procurement process to appoint a contractor in order to construct the scheme. A second report will seek authority for the compulsory purchase of land. The reports will also seek authority for the officers to undertake all necessary actions to implement the proposals.	Cabinet	6 Dec 2016		Paul Griffiths	No
CE 16/17-11 Crewe HS2 Masterplan	To approve the HS2 masterplan for Crewe, and to authorise the Executive Director Place to enter into a public consultation on the masterplan in 2017.	Cabinet	6 Dec 2016		Andrew Ross	No

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 15/16-18 Bentley Development Framework	To approve the development framework as a consultation draft document; and to agree to review the development framework following public consultation with a view to considering endorsing the final version of the document as a material consideration when determining future planning applications on the site.	Cabinet	17 Jan 2017		Andrew Round, Interim Executive Director of Growth and Prosperity	No
CE 16/17-20 Crewe Nurseries	To give delegated authority to the Executive Director- People and Deputy Chief Executive, in consultation with the Portfolio Holder, to award a contract for the Children's Residential Home tender.	Cabinet	17 Jan 2017		Kath O'Dwyer, Deputy Chief Executive and Executive Director: People	No
CE 16/17-4 Medium Term Financial Strategy 2017-20	To approve the Medium Term Financial Strategy for 2017-20, incorporating the Council's priorities, budget, policy proposals and capital programme.	Council	23 Feb 2017		Alex Thompson	No

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 14/15-42 Cheshire East Indoor Facility Strategy	To adopt the Indoor Facility Strategy in support of the Council's Local Plan.	Cabinet	11 Apr 2017		Mark Wheelton	No

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