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Environment and Regeneration Overview and Scrutiny Committee

Agenda

Date:	**Monday, 17th June, 2019**
Time:	**2.00 pm**
Venue:	**Committee Suite 1,2 & 3, Westfields, Middlewich Road, Sandbach CW11 1HZ**

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

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

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

1. **Apologies for Absence**

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

   To give consideration to the minutes of the meeting held on 18 March, 2019.

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. **Whipping Declarations**

Contact: Katie Small
Tel: 01270 686465
E-Mail: katie.small@cheshireeast.gov.uk

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/Open Session**

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

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

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **Local Transport Plan - Engagement and Consultation**

To discuss and agree the process for undertaking further member engagement and public consultation on the development of the Local Transport Plan.

7. **Economic Strategy** (Pages 7 - 72)

8. **Revised Statement of Gambling Principles** (Pages 73 - 124)

9. **Updates on A500 Dual Carriageway and Middlewich Eastern Bypass** (Pages 125 - 128)

10. **Forward Plan** (Pages 129 - 142)

11. **Work Programme** (Pages 143 - 150)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Environment and Regeneration Overview and Scrutiny Committee**
held on Monday, 18th March, 2019 at The Capesthorne Room - Town Hall, Macclesfield SK10 1EA

PRESENT

Councillor (none)
Councillor (none)

Councillors Edgar

PORTFOLIO HOLDERS IN ATTENDANCE

(none)

OFFICERS IN ATTENDANCE

(none)

52 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P Groves and N Mannion.

53 MINUTES OF THE PREVIOUS MEETING

RESOLVED –

That the minutes of the previous meeting held on 21 January 2019 be approved as a correct record and signed by the Chairman.

54 DECLARATIONS OF INTEREST

No declarations of interest were received.

55 WHIPPING DECLARATIONS

No declarations of a party whip were received.

56 PUBLIC SPEAKING/OPEN SESSION

No members of the public present expressed an interest in speaking.

57 PERFORMANCE SCORECARD

Consideration was given to the performance data for services within the council's Place directorate for quarter 3 of 2018/19. Particular focus was given to any areas of poor or worsened performance.

RESOLVED –

1 That, in light of continued poor quarterly performance, a focused report detailing the food safety issues that had been experienced, as well as an improvement plan for remedying it.

2 That the committee receive information or data that inform of the injuries to people, in addition to vehicle damage.

58 EXTRA CONTROLS IN PRIVATE RENTED SECTOR

Consideration was given to a presentation on extra controls within the private rented sector.

The committee asked questions and put comments in relation to;

- what quantifiable improvements the two new officer posts had delivered to the overall service;
- how many HMOs there are in Cheshire East;
- what checks were carried out on landlords that downgrade their properties, and how frequently repeat checks were undertaken;
- how the council can identify properties already with three to six tenants living in them; and
-

RESOLVED –

The meeting adjourned for a short break.

59 FLOOD RISK MANAGEMENT UPDATE 2019

To fulfil its statutory duty to scrutinise flood risk management arrangements, the committee considered an update on flood risk management, which provided detail on the work undertaken in 2018/19 and the next steps in 2019/20.

The committee asked questions in relation to:

- whether the council maintained a list of drains on particular streets that had been referred to the council due to frequent flooding after heavy rainfall events, and
- whether there was a link between new build housing developments and drainage flooding issues.

RESOLVED –

That the update be noted.

60 LOCAL TRANSPORT PLAN - UPDATE

The committee gave consideration to a presentation update on the council's upcoming Local Transport Plan …

RESOLVED –

That, following public consultation, the Local Transport Plan be reported back to the committee, along with the consultation feedback.

61 FORWARD PLAN

62 WORK PROGRAMME

The meeting commenced at 2.00 pm and concluded at 4.35 pm

Councillor (none)

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Working for a brighter future together

Environment and Regeneration Overview and Scrutiny

Date of Meeting: 17 June 2019

Report Title: Cheshire East Draft Economic Strategy

Portfolio Holder: Cllr Nick Mannion – Environment and Regeneration

Senior Officer: Frank Jordan – Executive Director - Place

1. Report Summary

1.1. The Corporate Plan inlcudes the outcome of delivering sustainable growth in the Borough's economy (Outcome 2). Securing continued economic growth is important for two key reasons. Firstly, improving the opportunities for local residents can support their social, economic and environmental well-being. Secondly, economic growth will support the revenue funding of the council enabling it to support the delivery of essential services.

1.2. Delivery of this aim will require the Council to continue to secure government funding and inward investment. It will also require these resources to be targeted effectively to achieve the maximum effect. . This requires the Council to have a clear proposition regarding its approach to supporting economic growth that be understood by the community, businesses, partners, government and investors.

1.3. There is therefore the need for the Council to have a clear Economic Strategy.

1.4. This report provides a summary of the draft Economic Strategy for the committee to conisder

2. Recommendation/s

2.1. That the committee reviews the draft Economic Strategy as outlined in Appendix A and provides feedback for the Portfolio Holder for Environment and Regeneration to consider.

3. Reasons for Recommendation/s

3.1. The draft Economic Strategy for Cheshire East 2019 – 2024 sets out an ambition for sustainable growth and the key priorities for enabling the delivery of this. Once finalised and approved, the Economic Strategy will support the delivery of the Corporate Plan and support the Council in:

3.1.1. Articulating our offer and opportunity to Businesses, Partners and potential investors

3.1.2. Framing our conversations with the Local Enterprise Partnership (LEP) and Government Departments

3.1.3. Informing any strategic bids submitted in the future for national programmes

4. Other Options Considered

4.1. There is no statutory requirement for Local Authorities to produce an Economic Strategy. However, the need for an Economic Strategy is outlined in Section 1 of this report.

5. Background

5.1. Cheshire East sits in a strategically important position connecting the North to the Midlands and is therefore a key player in delivering economic growth in the region and the UK.

5.2. Cheshire East is one of the UK’s most successful places with our economic growth consistently and significantly outperforming both the regional and national average.

5.3. For the period of this strategy there is an ambition to:

5.3.1. Grow the Cheshire East Economy to at least £15.9 billion per year

5.3.2. Be 4% more productive that the UK average

5.3.3. Create an additional 6,200 jobs

5.3.4. Build up to 7,200 new homes

5.4. However the analysis undertaken in the development of the draft economic strategy highlights the fact that growth in productivity, or output per hour worked, in the Cheshire East economy is, in line with the UK, slowing down.

5.5. The economic analysis also suggests that there are a number of challenges that could affect our ambition to sustain this continued growth including:

5.5.1. The total working age population is reducing
5.5.2. The number of older people (aged 65 and above) is increasing
5.5.3. The current housing offer in the Borough does not meet demand and does not meet the requirements to support our residents
5.5.4. Large commuting flows in and out of the Borough place additional pressure on transport networks and infrastructure
5.5.5. Recruitment of skilled staff being reported regularly by employers

5.6. To meet these challenges, the Council needs to be proactive and intervene where it makes sense to support this growth. The draft strategy therefore outlines five priority themes to make our vision for the economy a reality - together they will make Cheshire East *“The Place to Live, Connect, Work and Learn, Invest and Visit.”* The draft Economic Strategy in included at Appendix A.

5.7. In addition to the work on developing the draft Economic Strategy, the Government has asked the Local Enterprise Partnership to develop a Local Industrial Strategy (LIS) for Cheshire and Warrington. This will provide a policy framework to boost productivity levels. This Local Industrial Strategy is expected to play an important role in the development and allocation of government funding streams in the future.

5.8. Furthemore, the LEP has asked for the development of a more Local Industrial Strategy for each Local Authority area in Cheshire and Warrington. These Local Area or Hyper LISs will examine the productivity and earning power potential of each area within the context of the Local Industrial Strategy and demonstrate how they can contribute to the delivery of the Cheshire and Warrington LIS priorities at a local level in local places.

5.9. Local Authorities are resonsible for the production of these place based strategies with support from the LEP. The Cheshire East LIS is being developed at the same time of the development of this draft economic strategy and is proposed that this would be an appendix of the Economic Strategy with a particular focus on productivity and earning power

5.10. The LIS for Cheshire & Warrington is in development and scheduled for completion by September 2019 so the timing for production of the Economic Strategy and the Cheshire East LIS within this summer period is important. Not only will this save time and money in data collection and analysis, but also provide robust and consistent input ensuring that Cheshire East priorities and projects receive recognition and support.

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There is no statutory requirement to produce an Economic Strategy and there should not be any direct legal implications arising from its approval.

6.2. Finance Implications

6.2.1. In addition a specialist consultancy commission is providing supplementary bespoke analysis and editorial (£10,000 maximum funded from the Investment Sustainability Reserve) and there will be a small implication for the design and any printing required.

6.2.2. The LIS work is being funded through the Cheshire & Warrington LEP and the grant funding it has received from Central Government to deliver the Cheshire and Warrington LIS. Up to £25,000 is available for development of the Cheshire East LIS

6.2.3. There are benefits to the Council in the timing of this work i.e. in parallel with complimentary strategy development through accessing data and analytic resource which will inform our own work.

6.2.4. There may be future benefits through gaining access to funding as a result of having a clearly defined economic strategy for the Borough.

6.3. Policy Implications

6.3.1. The Corporate Plan highlights how the Council is striving to create sustainable growth in the local economy. Cheshire East is now developing an Economic Strategy to support our economic growth ambition, setting out our growth proposition and key priorities for delivery.

6.4. Equality Implications

6.4.1. An Equality Impact Assessment has not been required.

6.5. **Human Resources Implications**

6.5.1. There are no Human Resource implications for this work.

6.6. **Risk Management Implications**

6.6.1. There are no direct risks associated with this strategic work as it is an opportunity to provide support for the Council's economic growth ambition and help to allocate resource and generate funding opportunities.

6.7. **Rural Communities Implications**

6.7.1. There are no direct implications from the Economic Strategy for rural communities although some of the themes and objectives may have a positive impact in the future. .

6.8. **Implications for Children & Young People**

6.8.1. There are no direct implications for children and young people.

6.9. **Public Health Implications**

6.9.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. The Economic Strategy applies to the whole of the Borough therefore covers all wards within it. As such all member briefing and engagement sessions will be included as part of the consultation process.

8. Consultation & Engagement

8.1. The Cheshire East Place Board includes representation from local businesses, further education, housing providers and the chambers has worked as a steering body for the development of this draft Economic Strategy. It has provided direction and suggested the priorities for the Strategy.

8.1. Subject to Cabinet agreement to the draft, the Economic Strategy will be published for public consultation for a period of 8 weeks. The consultation will seek feedback from residents, businesses, public service partners and other non-government agencies on the following themes:

- Agreement / disagreement with the aims identified in the Economic Strategy;
- Views on the proposed priority actions;
- How respondents can support the Council in the delivery of the strategy.

9. Access to Information

9.1. The Draft Economic Strategy has been informed by a suite of strategies at national, sub regional and local levels including the Industrial Strategy, Strategic Economic Plan and Local Industrial Strategy work being carried out by the LEP:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf

http://www.871candwep.co.uk/strategic-economic-plan/

http://www.871candwep.co.uk/local-industrial-strategies/

9.2. The strategy is also informed by ongoing borough profiliing and performance monitoring and the set of economic data which sits behind it including the Economic Assessment and the Cheshire Business Survey:

https://www.cheshireeast.gov.uk/business/business_information/local_economic_assessment.aspx

https://www.cheshireeast.gov.uk/business/business_information/cheshire-business-survey-2017.aspx

10. Contact Information

10.1. Any questions relating to this report should be directed to the following officer:

Name: Carol Young

Job Title: Place Team

Email: Carol.young@cheshireeast.gov.uk

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AN ECONOMIC STRATEGY FOR CHESHIRE EAST – 2019 to 2024

DRAFT TEXT

JUN-2019

Contents…………………………………………………………………………………….……………..

1. INTRODUCTION

Cheshire East is the third largest local authority area in the North West, with a population of 378,800 covering 1,116 km2. With a strong economy and high employment rates, it has long been a highly desirable place to live. It has excellent connectivity with the rest of the UK which will be boosted by the arrival of HS2 at Crewe in 2027; business locations such as Alderley Park and Crewe Business Park that attract cutting edge international firms; and educational standards among the best in the country.

Its vibrant and successful economy, rich natural environment and strong sense of community, make Cheshire East one of the best places to be in the UK. The richness and diversity of the built environment, cultural heritage, attractive townscapes and landscapes provide Cheshire East with its own very unique character and identity.

We sit in a strategically important position connecting the Northern Powerhouse to the Midlands Engine and are therefore a key player in delivering economic growth in the region and the UK. Our outward looking and innovative business base is well placed to respond to the challenge set by government through its Industrial Strategy, and we are creating a strong offer through our contribution to the Cheshire and Warrington Local Industrial Strategy.

But we cannot be complacent; as a borough we need to be proactive and invest and intervene where it makes sense to:

- **Protect and enhance the quality of place and environment that is so important to the character of Cheshire East, from its towns to its rural areas, from its cultural offer to its green infrastructure and also intervene in the housing market to deliver the right houses in the right places**

- **Secure investment in strategic infrastructure such as rail hub stations and major roads to enable housing and employment growth to be delivered in a sustainable manner in line with the Local Plan, capitalising on the growth opportunity of HS2 and improving connectivity options, efficiency and sustainability**

- **Develop the workforce to provide the right skills for our economy by supporting our residents to improve their skills levels and ensuring education provision meets the demands of our employers**

- **Create the right conditions for business growth with a focus on our key businesses and growth sectors through tailored support, the provision of inward investment opportunities and place marketing**

- **Increase the economic contribution of the cultural and visitor economy and position Cheshire East as a visitor destination**

The five-year Cheshire East Economic Strategy 2019 – 2024 and associated Action Plan set out an ambition for sustainable growth and the key priorities to enable and drive forward delivery. This will support us in support us in; articulating our offer and opportunity to investors; framing our conversations with the Local Enterprise Partnership (LEP) and Government Departments and any strategic bids we will be submitting in the future for national programmes; and ensuring we are prepared for the post Exit from the EU funding landscape and the UK Shared Prosperity Fund.

2. ECONOMIC CONTEXT

Building on our success

Cheshire East is one of the UK's most successful places with our economic performance consistently and significantly exceeding both the regional and national average.

Addressing our challenges and barriers to growth

We have made significant progress, with a programme of action for economic growth in place flowing from the Local Enterprise Partnership's Strategic Economic Plan and our growth proposals. However, there are a number of challenges that could affect our ambition to sustain this growth.

3. AMBITION FOR GROWTH

Making Cheshire East 'The 'Place to Be'

We are ideally positioned for growth, with excellent connectivity, a strong economy with even greater potential and a pro-investment approach. Our ambition is to grow our economy through strong and consistent local leadership. This strategy sets a vision for the place and outlines how we will deliver this vision through its Action Plan. We aim to ensure that growth is balanced with quality and focussed on the right areas to improve productivity and boost economic growth to ensure that Cheshire East continues to provide the best 'Place to Be' for our residents, visitors, businesses and investors.

We will be a place that is attractive to a well-educated, skilled, adaptable workforce, delivers vibrant town centres and commercial spaces and offers high quality urban and rural places. Our vision for these places is not limited to infrastructure and commercial development but recognises the importance and contribution that culture, heritage, green and blue infrastructure, leisure and the visitor offer can bring to the quality of place.

In seeking growth we will also address measures that protect and improve our environment. This is set out in our Environment Strategy as we seek to become a carbon neutral borough, increase resilience, encourage more sustainable consumption and production, seek clean growth and deliver an outstanding natural environment.

Recognising the need to attract and retain businesses, the target age range and skills sets that we need to fulfil our ambitions for growth, quality of place will be an important part of our Economic Strategy along with Place Marketing, supporting locational decisions about where to live, work and invest.

As outlined in our Local Plan, we plan to support growth in the Borough, with 58,100 additional residents, 36,000 new homes (a 56% increase since 2010) and 31,000 new jobs being delivered by 2030. This is a bold, pro-growth agenda, which will build on our existing strong economy which delivers £13.1 billion annually (around 45% of the Cheshire and Warrington total). We will therefore be a driving force in delivering the LEP's target to grow the sub regional economy to £50 billion GVA by 2040.

So for the period of this strategy by 2024 there is an ambition to:

- **Grow the Cheshire East Economy to at least £15 billion**
- **Create an additional 7,240 jobs**
- **Build up to 11,065 new homes**
- **Be 4% more productive that the UK average**

The majority of this growth is likely to be generated by major Council-led initiatives including the development of Crewe, Macclesfield and the Cheshire Science Corridor. HS2 will reach Crewe by 2027, six years earlier than originally planned, and will be a major catalyst for much of this growth, with the Constellation Partnership Growth Strategy in place to realise the full benefit of this opportunity.

Our priorities here constitute a Cheshire East Council led programme of work. We recognise that much economic development is undertaken at the sub regional level and in partnership with the Local Enterprise Partnership, Government and the private sector.

We have five priority themes to make our vision a reality - together they will make Cheshire East the Place to Live, Connect, Work and Learn, Invest and Visit.

4. PRIORITY THEMES AND STRATEGIC OBJECTIVES

Theme 1- *The Place to Live*

Strategic Objective 1 - Improve quality of place, with a focus on regenerating our town centres

Strategic Objective 2 - Influence housing delivery to expand the variety of housing and tenure

Strategic Objective 3 – Protect and enhance the environment and economy in rural areas

Theme 2 – *The Place to Connect*

Strategic Objective 4 – Capitalise on the growth opportunity of HS2

Strategic Objective 5 - Improve connectivity options, efficiency and sustainability

Theme 3 – *The Place to Learn and Work*

Strategic Objective 6 – Support residents to improve their skills levels

Strategic Objective 7 - Ensure education provision meets employer demand

Theme 4 – *The Place to Invest*

Strategic Objective 8 - Strengthen business support, particularly for our key businesses

Strategic Objective 9 - Deliver and grow the Cheshire East Science Corridor

Strategic Objective 10 – Develop a clear Place Marketing Approach and Investment Plan

Theme 5 – *The Place to Visit*

Strategic Objective 11 – Increase the economic contribution of the cultural and visitor economy

Strategic Objective 12 – Position Cheshire East as a visitor destination

5. PRIORITY THEME 1 - *'The Place to live'*

Cheshire East provides opportunities to enjoy a high quality of life with thriving market towns and village communities; a network of open space and waterways; major leisure and retail operators; plus visitor attractions including Jodrell Bank, Quarry Bank Mill and Tatton Park.

With a proven 'Quality of Place' Cheshire East has twice topped the Grant Thornton Vibrant Economy Index for the north west.[1] The Borough is renowned for its beautiful and uncluttered spaces, its vibrant economy, its magnificent countryside, its enviable living and educational standards and its seemingly endless list of things to see and do.

In delivering growth in the area's economy, Cheshire East Council has ensured that culture, heritage and environmental improvements keep pace with its growth ambition but we need to protect and enhance the quality of place and environment that is so important to the character of Cheshire East, from its towns to its rural areas, from its cultural offer to its green infrastructure. We want to protect and enhance the quality of place to provide an offer that maximises the attraction and retention of the workforce demanded by our growing businesses and increases residential opportunities in town centres to support the economic offer.

Strategic Objective 1 - Improve quality of place, with a focus on regenerating our town centres

A recent business survey[2] put 'the overall attractiveness of the area' as the most popular benefit of being located in Cheshire East (cited by 66%). Getting our Quality of Place right will mean that we support our existing and new businesses to grow, retain and attract highly skilled people and support local residents to be as successful as possible. Cheshire East Council's Corporate Plan and the Local Enterprise Partnership's sub regional Strategic Economic Plan (SEP) support the joint ambition to ensure we have a place that is attractive to a well-educated, skilled, adaptable workforce; to deliver high quality vibrant town centres; and create an area offering high quality urban and rural places. Major town centre regeneration projects help to align our investment in infrastructure, housing and cultural and visitor economy activity and the right approach to town centre living linked with other measures that improve the vibrancy of towns will form part of a strong place proposition to help attract or retain target groups and skills.

Crewe Town Centre - Crewe is a gateway with exceptional connections and a bright future evolving with the development HS2 high speed rail. In 2017, the CW postcode named the second best place to live in the UK by Property Week's Hot 100. The arrival of HS2 at Crewe in 2027 will be a major catalyst for regeneration in the south of the borough and the Hub Station will unlock the regeneration of Crewe. In order to derive optimum benefit from the new HS2 Hub rail station, Crewe must develop to provide an offer that can exceed the expectations of a rapidly growing and increasingly aspirational residential catchment area and an ambitious business community. It must also develop strong links with the HS2 Hub rail station delivered through; physical infrastructure changes, building development and innovative, vanguard urban design that enhances accessibility and key gateway sites.

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[1] Vibrant Economy Index – A new way to measure economic success (Grant Thornton April 2018)

[2] Cheshire Business Survey 2017

Strategic Masterplan for Crewe - is being developed to help the town shape and evolve its future and to realise the benefits of the HS2 Crewe Hub linked to a Regeneration Framework for the short, medium and long term future of Crewe Town Centre and HS2 Hub Station plans. The Council is leading on the comprehensive regeneration of Crewe Town Centre with a £40 million programme of work including £10 million allocated from the Local Growth Fund for a flagship, mixed-use retail and leisure development. The town centre regeneration scheme plays a central role in kick starting preparations to make Crewe "HS2 Ready" and has already secured one of the UK's leading independent cinema operators to anchor the development. A Cultural Strategy is being developed working with local organisations to support place culture led economic growth in Crewe and a proposal for a 'History Centre' is also being developed that will be central to realising the 'cultural quarter' proposals for the regeneration plan.

ACTION: Deliver the redevelopment of the Royal Arcade site for a leisure-led mixed-use transformational scheme incorporating a new bus interchange, multi-storey car park, cinema and associated leisure (food and beverage), ancillary retail and other uses.

ACTION: Remodel the civic hub aligned to objectives for the Civic and Cultural Quarter. Key components to include;

- ***Delivery of an enhanced Market offer including sympathetic remodelling of the Grade II Listed building and implementation of a new vision and delivery plan for the Market Hall to include incentives for occupiers and supported by surrounding uses to include a new operational plan for the use of Lyceum Square to include scope for a variety of uses.***
- ***Market test the former library site for redevelopment aligned to objectives for the Quarter. Deliver demolition and site clearance of the site to include the undercroft car parking area and create temporary surface car parking sympathetically integrated with the adjacent Memorial Square and Christ Church grounds.***
- ***Collaborate with the Diocese of Chester regarding future uses and funding opportunities for Christ Church and grounds, in line with the Cultural Strategy.***
- ***Delivery of Crewe History Centre and development of the Cultural Strategy.***

ACTION: Deliver public realm enhancements particularly in pedestrianised areas and at key gateways to the town centre, utilising high quality design and materials, street furniture and public art to enhance quality of place, and improve legibility and the town centre experience for residents and visitors. Components to include;

- ***Creation of enhanced pedestrian links and public realm to strengthen physical connections and the relationships between the Royal Arcade site (Central Core), Northern Edge (including the Victoria and Market Shopping Centres), Civic and Cultural Quarter and Southern Gateway. This will reinforce shopping circuits, drive footfall and enhance investor confidence in the town.***
- ***Enhancements to pedestrian links between car parks and new town centre developments aligned to car parking strategy***

ACTION: Develop partnerships to bring forward development opportunities which will enhance the town centre offer and prepare the ground for Crewe's role as the home to a major HS2 Hub station, ensuring that Crewe has a 'High Speed–ready Heart'. Components to include;

- ***Reconfiguration of existing commercial space to better incorporate new developments - such as the University Technology College and Lifestyle Centre - into the town centre and to better connect with surrounding areas and complementary facilities.***

- ***Masterplanning preparation of key infrastructure and sites to ensure a mixed use area of regeneration and enhanced entrance at the Southern Gateway into the town centre from Mill St and Rail Station/Hub.***

ACTION: To commission a comprehensive town centre car parking strategy integrated with a site options assessment which seeks to support town centre regeneration priorities and unlock development opportunities whilst enhancing overall parking facilities. Components to include;

- ***Strategy for all surface car parking sites following delivery of new multi-storey car park as part of the Royal Arcade Development.***

Macclesfield Town Centre – Macclesfield enjoys a reputation as a creative/entrepreneurial place and for its combination of heritage and unique character, its access to the Peak district and transport connectivity. The revitalisation of Macclesfield town centre is also identified as a strategic priority with opportunities to support further regeneration and investment. The overriding objective is to create a quality of life and urban environment which is attractive for all those who want to live, work and shop in Macclesfield. To do this the focus must be on offering increased high-quality retail provision, a varied and interesting entertainment centre, a mix of residential accommodation and high quality commercial space. Macclesfield is well connected with frequent trains to London and Manchester and in light of this connectivity there is a significant opportunity to create a 'hub' of activity built around the station with commercial, residential and leisure development.

Strategic Regeneration Framework for Macclesfield - The vision for this area is to showcase heritage and cultural assets, the links to stunning countryside and the town's distinctive quirkiness, to address weaknesses and to sensitively diversify the town centre offer to maximise opportunities without detracting from the areas positive distinctive qualities. Work has already been undertaken to lay the foundations for future regeneration projects. A Heritage and Culture Strategy has been produced, a Heritage Assets Regeneration Plan identifies key heritage buildings offering opportunities for regeneration and work is already well underway in bringing forward a public realm scheme for Castle Street in the Primary Shopping Area. A Strategic Regeneration Framework (SRF) for Macclesfield Town Centre has been commissioned which will set out a fresh vision for the town centre, identifying priority objectives if regeneration is to be delivered and outlining a route map for the Council and other stakeholders to unlock the potential of the town centre.

ACTION: Subject to Cabinet approval, to adopt the Macclesfield Town Centre SRF as an overarching, holistic, cross service framework to guide all services pursuing projects and initiatives or making decisions which impact on the town centre, to ensure the Council's ambitions for its regeneration and revitalisation are supported and pursued across the organisation.

ACTION: Work with partners to deliver and refresh the Cultural and Heritage Strategy for Macclesfield to support regeneration plans.

ACTION: To deliver the Castle Street public realm enhancements at the earliest opportunity and to pursue further public realm schemes across the heart of the centre to enhance quality of place, support the 'greening' of the town centre, give greater priority to pedestrian and cyclists, improve legibility, and enhance the town centre experience for residents and visitors.

ACTION: To commission a comprehensive car parking review and strategy for the town centre which seeks to enhance car parking provision in a manner which

supports town centre regeneration and unlocks development opportunities in current inefficient surface car parks.

ACTION: To preserve and enhance townscape heritage, reviewing the Conservation areas and conservation related planning policies and the approach to enforcement of advertisements etc by Planning and Highways to generally raise aspirations and quality of place.

ACTION: To develop potential partnerships to bring forward development opportunities which will enhance the existing town centre offer including opportunities for redevelopment of the station gateway to deliver a commercial, residential, leisure hub and enhanced public realm whilst ensuring appropriate parking provision is retained/re-provided.

Market Towns - Set within a rural backdrop, yet close to Manchester, Chester and Liverpool, places like Knutsford, Wilmslow and Alderley Edge offer an enviable quality of life. We have a number of vibrant and historic towns located throughout the borough with attractive and varied townscapes, listed buildings and distinctive characters. They provide high quality living and working environments and are a key part of the borough’s visitor economy. Many are also designated as conservation areas. A rich and historic environment provides the focus for vibrant and locally distinct communities, with a strong sense of place and self. The towns also provide a valuable link to rural communities, which are equally vital to the wider economy and local identity. Their conservation and enhancement is extremely important, to ensure that communities remain genuinely sustainable, retain their individual character and maintain their important economic function.

ACTION: Prepare a programme for the production of Actions Plans for the Key Service Centres (Tier 2 Towns) by 2019/20 across Cheshire East to include an analysis of the performance of each town, key attributes, strengths and challenges and recommendations for a vision, objectives and priority actions.

ACTION: Prepare a programme for the production of Actions Plans for Local Service Centres(Tier 3 Towns) by 2020/22 across Cheshire East to include an analysis of the performance of each town, key attributes, strengths and challenges and recommendations for a vision, objectives and priority actions.

Strategic Objective 2 - Influence housing delivery to expand the variety of housing and tenure

Cheshire East has a strong ambition for jobs-led economic growth across all areas and housing is essential to support this continuous growth. If housing is considered in isolation to our planned investment and regeneration, then sustainable growth or successful outcomes are unlikely to be achieved. We want to influence the type and quality of new homes, ensuring that the right mix of housing tenure is delivered in the right place at the right time and in conjunction with employment development and infrastructure schemes. Where the market is not currently meeting housing need we will explore interventions to bring this forward.

To support growth and to ensure we continue to meet the challenging needs of our existing population, we need to provide high quality, market facing housing. Providing that choice will be essential to attract and retain the skilled and diverse workforce required by a growing economy. The new Cheshire East Housing Strategy addresses the Council's approach to new housing between 2018 and 2023 and reflects the changes to the local and national housing policy landscape.

Over the past 3 years we have successfully worked with our partners to deliver almost 1,400 affordable homes and brought 243 empty homes back into use. We have increased resident opportunities for homes through our Housing Options Team by providing homes for 5,400 people and families, preventing over 2,000 individuals and families becoming homeless. Furthermore the council is directly facilitating major developments at 3 of our strategic sites at Handforth, Leighton and South Macclesfield with £41.7 million of Housing Infrastructure Funding (HIF) to deliver 4,200 new units

Accelerating delivery – As our economy grows so too will our population. This requires a major step change in housing provision above previous construction levels and delivery rates. The Government's White Paper on Housing calls on all parties to 'up their game' in contributing to delivery of increased housing numbers and as a Council we are really pulling our weight on meeting the housing crisis. The newly adopted Local Plan allocates around 2,500 acres of land for housing, an area over 3 times the size of the city of London and large enough to lay out more than 1,400 football pitches; we currently have planning consent for over 20,000 units in place and 400 housing sites are under construction. 2,321 homes were built in Cheshire East in 2017/18; the 8th highest delivery rate in England. We want to build on our current successes and with government support we can do more and realise our potential. We have unlocked further capacity by ensuring that the infrastructure is in place to support new developments e.g. recent designation for a Garden Village in Handforth to provide 1600 homes in a high quality innovative environment. The focus going forward will be on accelerating the pace of delivery on the significant quantum of land currently identified; delivery of 30% affordable housing allocations; exploring the potential of interventions such as access to funding (a main constraint on delivery), use of modular construction methods and development of construction training schemes.

Choice of tenure - The borough has significant housing challenges that go beyond the quantum of housing provision with the need to meet affordable housing challenges in the north of the borough and to support regeneration in Crewe and Macclesfield. In order to meet these challenges the authority wants to work more closely with government on a shared basis to deliver housing and innovate in terms of housing products and delivery. Properties need to be a mix of tenures to provide affordable options and present opportunities for those who wish to access the housing ladder, but also provide a good quality rental sector. We are actively working with our Registered Providers to bring forward new affordable homes and show our commitment to delivering Government initiatives including the Starter Homes Programme and Local Development Orders.

Demographic change – Working with partners in the private and public sector we strive to create the right conditions (in relation to site availability, infrastructure and finance) that enable the housing market to respond effectively to demand and to support sustainable population and economic growth. Around 40 per cent of young adults cannot afford to buy one of the cheapest homes in their area even with a 10 per cent deposit, according to research by The Institute for Fiscal Studies which said house prices in England have risen by 173 per cent over two decades, while average pay for 25-34 year-olds has grown by just 19 per cent over the same period[3]. The housing offer needs to be responsive to demographic shifts, meeting the needs of an ageing population while providing for the formation of new households. We

[3] https://www.ifs.org.uk/publications/13475

Current housing stock - Whilst concentrating on increasing the supply of new homes, we need to ensure that our current housing stock doesn't deteriorate. We do this by offering financial assistance via loans to residents who are not able to access alternative financial assistance via commercial lenders. We have increased our relationships with private rented landlords and provided direct support for our most vulnerable residents, for example we have completed almost 6,000 adaptations at a cost over £4 million, to enable occupants to live independently.

ACTION: Deliver key strategic sites within the Borough including Handforth Garden Village, South Macclesfield Development Area and North West Crewe.

ACTION: Develop an appropriate housing delivery model via a Joint Venture or Housing Company to support the right quality and tenure mix of housing that we need to support the housing market.

ACTION: Undertake strategic acquisitions in areas where the housing market needs major intervention to support economic growth.

ACTION: Engage with developers and housing providers to work strategically with the Council to develop the right type of housing.

ACTION: Support an Accelerated Construction Programme.

ACTION: Develop a Supplementary Planning Document on housing mix supported by a new housing study.

ACTION: Identify opportunities for the release of public sector land for housing delivery through One Public Estate.

Strategic Objective 3 – Protect and enhance the environment and economy in rural areas

Cheshire East is defined by the Rural Services Network SPARSE classification as a council considered 'predominantly rural', while the Defra Rural Classification for the Borough is 'urban with significant rural'. Whatever the definition, the rural aspect of Cheshire East is significant in terms of population, economic impact and its contribution to the borough's Quality of Place. The conservation of our rural environment and support for the rural economy are key components of the Economic Strategy. An Environment Strategy along with related plans for green infrastructure, air quality and landscape will help set the direction for environmental protection, stewardship and enhancement of the Borough. Alongside the Economic Strategy, it will help to define how Cheshire East will build on its strengths to deliver Quality of Place and support a healthy, prosperous and sustainable community.

The Rural Environment - By the rural nature of Cheshire East there is an underlying value in the land-based and agri-food sectors to both the economy and the character of the place. The rural character can also be a differentiator, being a real attractor for high value businesses and offering distinctive venues in the business tourism market as well. The borough has a diverse and highly attractive landscape that provides Cheshire East with its own unique character and identity as well as rural communities, which are equally vital to the wider economy and local identity. The conservation and enhancement of the rural environment is extremely important, to ensure the wider contribution to Cheshire East's Quality of Place as an economic driver.

Rural Economy - Land management industries are important to Cheshire but the economy in rural areas reaches far beyond this in terms of jobs, enterprises and output. As well as traditional large scale dairy and land-based enterprises, the rural economy supports a diverse range of business sectors including tourism, creative and digital, distribution, science and technology. The rural areas are now home to a wide range of non land based businesses that appreciate the rural setting, including strategic employment sites such as Alderley Park, Radbroke Hall, Waters (Wilmslow) and Jodrell Bank. Self-employment in the rural area (at 14.2%) is higher than in urban areas and higher than the national average and the area supports a diverse economy of SME's and micro businesses.

Connectivity - While a strength in many respects, the rural economy also has its challenges, particularly in relation to accessing the workforce, transport connections, digital connectivity and mobile phone coverage.

Business Sectors - Beyond the strategic sites, agri-food and the visitor economy remain the most visibly significant rural based sectors, but with the development of high-speed broadband coverage, professional, knowledge based, creative and digital businesses are also important. The agri-food sector in Cheshire East is well developed and diverse with a range of companies from large scale food manufacturers and animal feed businesses, to dairy operators, salad producers and small scale operations (including traditional cheese producers, farm shops, breweries and distilleries). Cheshire East's food and drink sector is recognised by the Cheshire and Warrington Local Enterprise Partnership (LEP) and identified through the Northern Powerhouse Independent Economic Review as having growth potential for Cheshire and Warrington. The rural tourism offer (and its related heritage) is a very important component of our visitor economy. Although representing a relatively small portion of the district's economic output (in terms of GVA), they both employ a high number of people and are important to the character of the area. The 'Science Corridor' in Cheshire East has many businesses based in rural locations with particular strengths in advanced scientific analysis and research, pharmaceuticals R&D, energy and radio-astrophysics and astronomy.

The Cheshire Brand - Traditional land based businesses, the wider countryside, its rural tourism assets and events form an important part of the 'Cheshire' brand, adding to 'quality of place' and helping to define the character that supports many locational decisions by business, visitors and residents.

ACTION: Deliver the Rural Action Plan to help inform strategic choices as part of meeting the Council's strategic outcomes and identify priorities regarding the rural area. The plan will address priority actions related to connectivity, economy, communities and environment.

ACTION: Deliver an Environment Strategy, along with related plans, such as for green Infrastructure, air quality and landscape, will help set the direction for environmental protection, stewardship and enhancement of the borough. Alongside the Economic Strategy it will help to define how Cheshire East will build on its strengths to deliver 'quality of place' and support a healthy, prosperous and sustainable community.

6. PRIORITY THEME 2 - *'The Place to connect'*

Cheshire East is one of the best connected areas in the UK sitting at the heart of key arterial road and rail routes and within easy reach of three international airports and the Port of Liverpool. The M6 runs along the western side of the Borough, connecting the area to Staffordshire, Birmingham and the rest of the West Midlands conurbation, Lancashire and Cumbria, whilst the M56 provides access to Greater Manchester, Merseyside and North Wales. In terms of travel by train, Macclesfield and Crewe are at the hub of the North West rail network. The West Coast Mainline Service is the main arterial link between England, Wales and Scotland with more than 40 trains from Crewe to London each day and a travel time of 90 minutes. Opportunities for international travel and trade are enhanced by the area's proximity to two major airports; Manchester Airport (the UK's busiest outside London) and Liverpool John Lennon Airport. Businesses in the sub-region also have access to good quality maritime trade links via the Port of Liverpool and the Manchester Ship Canal.

Historic transport routes crisscross the borough in the form of canals, railways and historic roadways, further enriching the built heritage of the borough and influencing aspects of the townscape and development of towns and villages. A number of landmark structures are associated with the canals and railways, not least the viaducts across the Dane Valley to the east of Holmes Chapel and at Bollington. Many canal structures are listed, including bridges, locks and mileposts. The Trent and Mersey and Macclesfield canals are both designated as extensive, linear conservation areas. There is the opportunity to secure transformational benefits from significant new national investment especially the new High Speed rail network and Northern Powerhouse Rail. HS2 and HS3 will only cement this connectivity advantage by providing further north-south and east-west links.

However, the road network is already demonstrating reduced resilience while rail travel is hampered by a disjoined and complex network. Major upgrades are required to support productivity growth in the future coordinated with local growth priorities and housing development. Furthermore, the Northern Powerhouse Strategy presents connectivity in the North as a barrier to growth as commuting between towns and cities is constrained by the transport structure available holding back growth and productivity. Progress has been made in identifying the transport infrastructure required to support the growth aspirations of the sub region through transport studies and the Cheshire East Local Transport Plan (LTP) considers the connectivity required at all spatial scales and interconnections and sets out the Council's approach to investment in transport and infrastructure between 2018 and 2023.

Strategic Objective 4 – Capitalise on the growth opportunity of HS2

The rail network is accessible from 22 railway stations across the borough. Crewe and Macclesfield are on separate branches of the West Coast Main Line, giving access to Greater Manchester and London Euston. Central government has announced plans for a High Speed 2 rail route from London, through the borough and up to Manchester and beyond. The initial preferred route from the Department for Transport follows the West Coast Main Line, via Crewe, before passing to the west of Middlewich and through the High Leigh area before splitting, with a line going north over the M56 to Manchester Airport and a separate line towards Wigan. Cheshire East Council is supportive of the economic impacts of High Speed Rail but is working with Government to keep environmental impacts to a minimum.

Whilst HS2 is a fantastic engineering project we see it as a more of a strategic growth project. The legacy of HS2 is not the railway and a station but the sustainable good growth and social benefits associated to it. For us it's less about shorter journey times and more about changing places and improving people's lives.

In the longer term, the arrival of HS2 in Crewe will transform connectivity; when Phase 2 opens in 2033 Crewe is expected to be the busiest HS2 station on the network. This will not only make Crewe and Macclesfield attractive bases for businesses and residents but also bring improvements to regional rail and bus services with it. HS2 will also be a catalyst for the regeneration of Crewe and the wider area and Master planning for Crewe and Macclesfield is ongoing.

The Constellation Partnership – We cannot work in isolation. Working in collaboration is vital and we have formed strategic partnerships to develop a clear narrative on how HS2 can support growth, not just in Crewe, not just in Cheshire East but across the whole of the Region. The Constellation Partnership is a ground-breaking alliance of 7 major local authorities and 2 Local Enterprise Partnerships described as 'the place where everything connects'. The geography includes four HS2 hubs (Crewe, Stoke, Stafford and Macclesfield) to form one of the largest and most vibrant economic areas linking the Northern Powerhouse to the Midlands Engine. The Partnership's Growth Strategy aims to capitalise on the arrival of HS2, building on existing infrastructure development to unlock development and drive growth across neighbouring economies and connecting the Northern Powerhouse to the Midlands Engine. This should help to deliver at least 120,000 new jobs and 100,000 new homes with £6 bn of GVA by 2040 across the partnership area and a 10-year delivery plan is being developed identifying priorities, including the Crewe HS2 enhanced station.

Strong leadership - We have created a strategic vision for how HS2 can support growth, developing a business case and leading an integrated programme between the Council, Network rail, HS2 and DfT. It is important to get the planning policy right to deliver the changes we want, engaging with local businesses and residents to discuss their concerns and to outline the benefits. We are actively engaged with the west coast partnership potential franchisees recognising their role in the future HS2 solution and we are working with DfT, HS2 and Network Rail. We are working effectively together to deliver the right rail solution with a shared vision for growth.

Delivering Good Growth - HS2 is the key to unlocking broader programmes for transport and housing to create 'The Place'. HS2 will deliver a step change in travel times, transforming access to labour, jobs, and housing markets, boosting skills, and increasing rail capacity for local services and freight. There is a shared ambition to deliver 'good growth' with a focus on Quality of Place; delivering sustainable communities with a choice of good quality housing providing a high quality living alternative to Manchester or Birmingham with all the connectivity benefits of a major city; reducing car journeys and supporting Integration with the local transport network; multi-modal onward travel, cycling and walking routes to improve 'the last mile'.

Investment in Crewe - Investment in Crewe is building on a firm foundation. The last investment in Crewe of this size was in the Victorian era. Generations later with a pedigree of innovation in R&D and engineering behind it, Crewe is well placed to capitalise on the new opportunities that HS2 can deliver. We believe the HS2 at Crewe will see the town become one of the best connected places in the UK delivering enhanced rail connectivity between Wales, Manchester, Midlands and the North.
In addition to this step-change in connectivity HS2, will offer an attractive location for new investment and businesses; 55 minutes from London and 20 minutes from both Manchester

and Birmingham. We recognise the importance of the Crewe Hub in a post Brexit world in creating the infrastructure that connects a vibrant economic area with the rest of the world; capitalising on Crewe's high speed links to GM, Manchester Airport, London, Birmingham. We are however not waiting for HS2 to arrive. Building on the positive market sentiment we are already working on delivering town centre improvements getting Crewe 'HS2 ready'. The Council is delivering an ambitious programme of major schemes and upgrades and has secured significant contributions from Central Government. We have a town centre regeneration plan for Crewe town centre underway and have recently secured a development partner to deliver a £40m leisure led scheme in the heart of the town centre.

Investment in new enabling infrastructure – Infrastructure development is essential for economic growth, 6% of GDP originates from construction, and 9% of the workforce is employed in this industry (Office for National Statistics 2016). A programme of over £300 million of new highways infrastructure to be delivered in Cheshire East to compliment the growth associated with the arrival of HS2, support the expansion of local businesses and commercial development opportunities, creating jobs and opening up strategic housing sites. Major schemes include Congleton Link Road which will unlock around 2,200 new homes and 20 ha of employment land while removing heavy through traffic from the town centre; Middlewich Eastern Bypass which is expected to deliver 1,950 new homes and 6,500 new jobs through land release; and the A500 duelling will remove a major pinch point at Junction 16, improve connectivity and ensure smooth passage for HS2 construction traffic. All three schemes are expected to be delivered over the next 3 to 4 years, easing serious congestion points and supporting economic growth. The North West Crewe Package identifies 2 development sites which offer the provision for 1.350 homes and a new local neighbourhood hub plus 5 ha of employment land supporting future development and significantly enhancing connectivity to HS2 from surrounding areas.

ACTION: Develop Station Delivery Plans for rail hub stations at Crewe, Macclesfield and Manchester Airport.

ACTION: Deliver Area Action Plan for Crewe Hub Station.

ACTION: Deliver a programme of key infrastructure development to support the growth associate with HS2 and better coordinated with housing and skills development.

Strategic Objective 5 – Improve connectivity options, efficiency and sustainability

The economic performance of the Borough is closely linked to the ease of access and transport links connecting Cheshire East to the wider region, national centres and the global economy via international hubs. The quality and availability of the transport network connecting places and people and providing access to markets, services, education, employment and leisure is therefore of great significance to productivity.

Good connectivity will help us to increase productivity and improve access to centres of employment. It can improve access to markets, increasing the pool of workers available to work in higher productivity urban locations and connect our employment sites both around the borough and with our neighbours. The integration of different transport modes has the ability to increase efficiency and sustainability. A lack of integration between transport services results in significant increases in journey time and thus discourages greater use of bus and rail services. Connectivity also needs to take account of alternative modes of 'active' travel including walking and cycling.

In a recent business survey the most commonly cited disadvantage of being located in Cheshire East was traffic congestion (14%) followed by inadequate broadband coverage (7%) and dissatisfaction with broadband coverage is more prevalent in rural areas (20% as opposed to 7% in urban areas). There is therefore a need to invest in transport services, infrastructure and maintenance; the transport network must get people and goods to where they need to be efficiently and sustainably and we need to find solutions to create and improve digital infrastructure across the whole Borough.

Manchester Airport - Manchester Airport sits on the northern border of the borough with parts located within the Borough. Cheshire East therefore benefits from close access to the worldwide air services that it offers. Passenger numbers continue to grow with more than 28.2 million passing through in 2018 as the airport celebrated its 80th birthday, progressed work on a £1bn transformation and added further long-haul connectivity with routes to Seattle, Mumbai and Addis Ababa. Cheshire East Council will continue to look to maximise the access to the airport for our residents and businesses by road and rail and work with Manchester Airport and Greater Manchester to support growth for Cheshire East as the airport undertakes its investment programme.

SEMMS - The Council is working with partners on refreshing the South East Manchester Multi-Modal Study (SEMMS) which was originally published in 2001. This refresh is linked to Airport City, Northern Powerhouse Rail/HS3 and the Greater Manchester Spatial Framework and will also have an impact on the sub region promoting further growth. The SEMMS refresh is needed to take account of what has been achieved since the strategy was first published and to take account of significant planned growth both in the borough and across south Manchester. The 20-year strategy will be developed to deal with existing and predicted transport problems in the area.

Carbon management – The biggest contributor to climate change and air pollution with Cheshire East is road transport. Macclesfield, Knutsford and Wilmslow have the highest emissions from road transport in the borough. This is indicative of a very car dominated area and low public transport use relative to other areas; 43% of households in Cheshire East have 2 or more cars against a UK average of 29%. This will be increasingly important considering an expected 15% growth in population. Although significant activity to decarbonise will be led nationally, we have a role to play in aiming to minimise the carbon intensity of our growth ambitions.

Digital connectivity - Digital connectivity can have an impact upon business productivity, opportunities to trade, choices of where people live and social mobility. Since 2010, Cheshire East has led the Connecting Cheshire programme to deliver broadband infrastructure to the sub-region, addressing the many areas that were not priority – or commercial – to operators. This has helped us achieve 95% superfast broadband coverage (with speeds >24mbps), with take-up rates being in the top ten nationally, due to delivery of awareness campaigns and appropriate digital skills training. However, with increasing technological advances and demand for more data there is growing demand for gigabit (full fibre) capability where the UK has low coverage compared to other EU countries. A new government target to achieve 100% full fibre ultrafast technology (with speeds >1000mbps) by 2033 has already been set, and this reflects government's view that digital connectivity and the infrastructure necessary to make it happen is central to the future of the UK economy. Cheshire East's current full fibre coverage position is 3.4%. The new broadband target illustrates the pace of change we can expect from the telecoms sector over the coming years, and it's a similar picture with mobile communications. A report by Rural England has found that a third of rural households are unable to make a mobile phone call indoors and more than half unable to access 4G mobile networks. Government's target of 5G for the majority of the population by 2027 seems ambitious to those in such areas, and again presents the risk that our remote localities will get left behind. Whilst government's Future Telecoms Infrastructure Review also anticipates a more converged telecoms sector with fixed fibre networks and 5G being complementary, certainly in rural areas, 5G is not likely to be a rural alternative and innovative solutions will be necessary. Government will be promoting competition and commercial investment from the telecoms market where possible, and Cheshire could play a more proactive role to facilitate deployment locally. Government acknowledges there will be geographic pockets that will remain uncommercial to operators, and with the current broadband infrastructure project in Cheshire having ended (in June 2019), this is true across Cheshire. To tackle connectivity 'not-spots', government has announced a new "Rural Gigabit Connectivity" programme which will continue investing in digital infrastructure to targeted public buildings in the immediate term, making surrounding areas commercial to operators, and then immediately adjacent areas viable to residents and business with subsidisation from a government voucher scheme. This intervention is very localised and piecemeal and local coordination would maximise its impact, as would another local infrastructure programme which could pilot and accelerate further interventions ahead of government's wider 'outside-in' solution for the most remote areas.

ACTION: Delivery of the Strategic Infrastructure Programme

ACTION: Effective Management of the Highway Network

ACTION: Promoting and supporting Rural and Public Transport

ACTION: Delivery of active travel plans through cycling strategy, Rights of way improvement plan and management of the related networks.

ACTION: Promoting sustainable transport options through the energy efficiency, clean growth innovation, adoption of cleaner smarter technologies and encouraging active travel. E.g Electric Vehicle Charging Points, cycling etc

ACTION: Develop bids /proposals to support Rural and Digital Connectivity and provide digital infrastructure investment to meet the needs of residents and businesses considering fixed line and wired technologies including 5G. IOT, Full Fibre.

Action: Consider strategies to encourage commercial operators to promote innovative solutions including the use of mixed mobile and fixed technologies that will better serve rural communities, including defining a more pro-active digital champion role for the authority and at a sub-regional level

Action: Support government's rural connectivity programme, identifying areas needing intervention to inform future delivery plans.

Action: Develop bids/proposals for accelerated infrastructure investment to those areas at-risk of being left behind in terms of digital connectivity, and for funds to provide the practical support residents and businesses need to maximise their digitalisation potential

7. PRIORITY THEME 3 - *'The Place to work and learn'*

Education and skills are key to growth and increasing productivity. Successful local economies need well-functioning local labour markets that are able to effectively match the skills of the local population with the labour requirements of local employers. Stronger alignment of the demand for, and supply of, skills in an area enables businesses to more easily access the talent required to grow while simultaneously enabling more local people to share in the benefits of growth via jobs and wages. Cheshire East has a strong knowledge based economy, which is expected to expand providing the conditions for growth and talent pipeline exist. This growth will be accelerated by the recently secured Enterprise Zone for the Cheshire Science Corridor and the wider economic benefits of the HS2 hub station in Crewe. However, there are some significant challenges relating to skills and employment which threaten to undermine the sub regions growth ambitions.

One key challenge in Cheshire East relates to skills in our population. Recent analysis[4] reports that; a declining workforce and aging population; skills mis-matches with replacement demand; significant commuting flows both in and out of the Borough; health related worklessness; and low pay progression; are all contributing to reduced productivity. Whilst our population is highly qualified, with over 38% holding a level 4 or above qualification, this masks a lower than national average picture for those aged 20-24 years. Addressing these challenges is of paramount importance if we are to support our businesses to grow and achieve our ambitious economic target to double the economy.

Strategic Objective 6 – Support residents to improve their skills levels

Supporting residents to improve their skill levels can increase their job prospects and wage levels. There are clear concentrations of worklessness linking to low skills. The most deep rooted labour market challenges occur in the urban areas of Crewe and Macclesfield where some Local Super Output Areas (LSOAs) have over 30% of working age population claiming out of work benefits. People living in these areas often face multiple barriers to accessing and sustaining employment which not only include a requirement for skills but also relate to health issues, disability, lack of affordable housing, transport, childcare provision or other care responsibilities. There is a need to more effectively align skills provision targeted at this cohort with local employment opportunities. It has been estimated that improving productivity and pay progression is likely to deliver a fiscal benefit of £2.89 for every £1 spent on it and moving from ESA (employment and support allowance, the benefit which has replaced incapacity benefit) to employment represents a saving of £12,568.

Health related worklessness - Unemployment has negative impacts on physical and mental health and being unemployed with a health problem carries a cost for both the individual and society. The Government's Green Paper on Health and Work focuses on support for severely disadvantaged groups to find/return to work. Having any sort of health issue or disability is a barrier to employment, but some have greater impact than others; Individuals with disabilities are less likely to be employed than those with a health condition, but people with mental health issues, and particularly those severe enough to be in

[4] Cheshire and Warrington SEP refresh March 2018

secondary care, have the lowest rates of employment. A successful approach to health related worklessness will need to provide services that meet the needs of a range of individuals and needs. It will also need to work with employers to improve opportunities for work.
Low pay progression - Improving progression from low pay will mean either helping people to leave problem sectors or helping firms in those sectors to shift onto a higher value strategy. A sub-regional programme of activity has been developed to tackle the issues of worklessness and low pay progression, the Cheshire and Warrington Public Sector Transformation Programme. There is a huge amount of positive work happening across the sub region and this approach focuses on collaboration, integration and efficiency to add value. Over £1m of innovation funding has already been secured for the area and further bids for supported employment provision are in process.

Young people – Addressing the comparatively low skilled population in the 20-24year age bracket is another key issue. Whilst the overall Cheshire and Warrington population has a highly skilled labour market, with 38% of its working age population qualified to level 4 or above, this figure drops to 19.5% for those aged 20-24years. Higher volumes of high quality degree level vocational activity should be delivered through local further education providers, including the development of infrastructure to deliver degree level apprenticeships. The 2018 Cheshire East annual 'YourSay' survey was completed by c800 young people aged 14-24, and the survey reported that 44% of young people did not receive sufficient information about apprenticeships and 61% did not receive sufficient information about the local labour market. There is also recognition of the value of supporting young people to develop practical skills and creative thinking.

Apprenticeship growth – Cheshire East performs relatively well in terms of the number of apprentice starts in the area but the Government has set a high growth target of 3 million which is indicative of higher growth. There were nearly 7,000 apprentices in Cheshire East in 17/18, with almost half being new starts in that year. The four largest participation levels were in; Business, Administration and Law (24%); Health, Public Services and Care (24%); Retail and Commercial Enterprise (16%); and Engineering and Manufacturing Technologies (15%). Nationally, overall starts have declined between 16/17 and 17/18 by -24% and regionally by -27%, and although this is reflected in Cheshire East our overall starts decline is only -20%. The Apprenticeship Levy was introduced to encourage businesses to participate in apprenticeship programmes but the c150 levy paying businesses based in Cheshire East need to be supported to maximise spend and impact on their skills levels of their workforce. Levy paying employers can also now transfer up to 25% of their levy to non levy businesses to further support apprenticeship growth and opportunities.

T-Levels – T-Levels are new two-year level 3 technical programmes that will sit alongside apprenticeships and A Levels within a reformed skills training system, primarily aimed at 16-18 learners. The introduction of T Levels aims to streamline technical education and focus on developing skills that sit within 15 industry routes. The first T Levels will be introduced in September 2020 with full roll-out intended by September 2024. Currently, no Cheshire East schools or colleges are registered to be part of the first wave of T-Levels, one of the challenges being the requirement for extended placements.

STEM skills - The supply of STEM (and ICT) skills are critical to the success of our key sectors and strategic initiatives e.g. the Science Corridor and HS2. Increasing the volume of STEM skills and transferable creative and digital skills secured by young people will have a positive impact on productivity levels and help to underpin the wider economy. In Cheshire East between 2016/17 and 2017/18, there was a decrease in apprenticeships of 2% in STEM subjects. However, whereas Engineering reported a drop of 15%, in contrast ICT grew by 38%.

Graduate retention - Of the 5000 Cheshire and Warrington young people who secure University places each year, only a small proportion return following graduation. An attractive high quality Higher Education provision linked to local employment opportunities is paramount to strengthening our ability to attract and retain graduates and young professionals, including provision of degree and higher level apprenticeships and a stronger virtual higher education offer across the Borough.

ACTION: Continue to drive forward the Public Sector Transformation Programme of activity to address the issues of worklessness and low pay progression across the Borough.

ACTION: Build local skills provision, career inspiration, work experience and apprenticeships into planning and procurement policies to ensure that investment in housing, commercial development and infrastructure is accompanied by funded employment and skills plans (106/CIL.

ACTION: Develop a programme of graduate placements, work experience and Apprenticeships for Cheshire East Council.

ACTION: Continue to support skills and education through libraries and culture provision and Life Long Learning.

Strategic Objective 7 - Ensure education provision meets employer demand

Our businesses continue to report they cannot source the skills that they need and that the skills system could be more responsive to these needs, particularly in terms of wider employability skills which currently sit outside mainstream funded provision. To support our businesses to thrive they require a strong and sustainable pipeline of talent, which responds to existing and future skills demands. We must ensure that young people, their parents and teachers fully understand the labour market opportunities available to them, and make education and training choices which provide the best opportunity to secure a sustainable and fulfilling career.

To fulfil our growth ambitions, the existing workforce is estimated to need to increase by 25% which will have a corresponding requirement for an increase in further education capacity by 25%, or at least have the capacity to grow to this level. Stronger alignment of the demand for and supply of, skills in an area enables businesses to more easily access the talent required to grow while simultaneously enabling more local people to share in the benefits of growth via jobs and wages.

Skills gaps - In Cheshire East whilst 45% of our residents are educated to degree level, there is a recognised mismatch between the skills and education demanded by young people and adults and the skills and education needs of employers. In a recent business survey, 45% of businesses experienced recruitment difficulties and 83% cited skills as an issue. A significant proportion of employers require digital and Science, Technology, Engineering and Maths or “STEM” skills yet we have relatively small numbers of people studying these subjects or taking up apprenticeships in these areas. This is of major concern as it is the employers in these particular sectors which tend to support the higher value jobs and are expected to experience high growth in the future and increase productivity.

Importing labour - Research shows that Cheshire East has shifted from being a net exporter of labour to an overall net importer. However, there is a net outflow of workers in the 25 to 35-year age range which when coupled with a decrease in 25 to 35-year olds as a proportion of total population within Cheshire East, also implies that skills gaps are an issue for the Borough.

Careers information - Key to addressing this mismatch will be improving the quality of and access to education provision and putting employers at the forefront of inspiring and informing young people about new technologies and career opportunities so that they demand the appropriate training and education from providers. There is concern across the Borough that the quality of work experience and careers education, information, advice and guidance (CEIAG) is variable and is not always aligned to local labour market opportunities, career pathways and apprenticeships. Only by integrating the relationship between schools and local businesses will young people, parents/carers and teachers be truly aware of the variety and quality of careers opportunities available to young people in the Borough.

Enterprise Adviser Network (EAN) – Operated and part funded by the national Careers & Enterprise Company, the Cheshire East network was established in 2017 and connects secondary schools and colleges with employers and careers programme providers and supports them to work together to provide young people with effective and high-quality encounters with the world of work. The Cheshire East Enterprise Coordinator supports a group of senior business volunteers, (Enterprise Advisers), who are matched with a school or college in the network. The EAN supports schools and colleges to meet the new Gatsby Benchmark framework of 8 guidelines that define the best careers provision underpinned by local employer encounters.

Providers – Whilst encouraging young people to take up careers suited to our employers' needs it is equally important to support providers in understanding the skills requirements across key sectors and collaborating effectively with employers to co design provision and projects accordingly. Local labour market information is now a feature of the new Ofsted Framework.

Sectors – Replacement demand from an ageing population is expected to be the highest driver of future labour requirements at c90,000 jobs by 2025 therefore it is important to increase the attractiveness and visibility of those sectors with an ageing demographic. This is a particular challenge for the following sectors; manufacturing, public administration, education and health and transport and communication. Work to support this is ongoing with the development of sectoral employer skills groups such as the Transport Infrastructure Board (rail, engineering and construction) and the establishment of the Crewe Engineering and Design University Technical College supporting the advanced manufacturing sector. Further opportunities to develop new quality higher education offers linked to the needs of our key sectors include developing a Sector Deal for Cheshire for one or more of our high growth sectors such as Life Sciences or Visitor Economy for example and creating a Virtual Institute of Technology network to address the skills needs of local businesses.

Sub Regional Programmes – The Cheshire and Warrington LEP is leading on a number of projects to address skills issues across the sub region. The Virtual Institute of Technology is using £14 million from the European Social Fund (ESF) to develop and deliver training packages bespoke to employers needs across C&W based on Science, Technology, Engineering and Maths (STEM) skills. £100,000 of funding has been identified from New Horizons and the Government's Careers and Enterprise Company to extend the existing capacity in Cheshire East with an additional team of Enterprise Co-ordinators working with secondary schools across the sub region, and the Local Growth Fund has allocated £5 million to invest in capital equipment to support STEM related skills development.

Skills Advisory Panel - Skills Advisory Panels are being set up by the Government to help LEPs in understanding the current and future skills needs and labour market challenges for their areas locally. Government guidance suggests that Skills Advisory Panels will be local partnerships aiming to strengthen the link between public and private sector employers, local authorities, colleges and universities and that local authorities should be included in the panel. In Cheshire and Warrington the existing Education and Skills Board will transition into a SAP and the LEP is currently reviewing and amending the structures, membership and powers to align to Governments SAP remit.

The Pledge Partnership – This model was developed by Cheshire East and is now to be rolled our across the sub region through a £1.1 million European Social Fund (ESF) project, The initiative supports young people in identifying and working towards their career ambitions and meeting local skills needs.

ACTION: Work in close partnership with the LEP and other partners and providers on the development of skills strategy and programmes to ensure that the skills needs and priorities of Cheshire East employers and residents are recognised, acknowledged and supported.

ACTION: Ensure that Cheshire East has a seat on the Board of the sub regional Skills Advisory Panel to influence local skills strategy, activity and investment planning and operation.

ACTION: Support the LEP to develop a Local Digital Skills Partnership to bring together public, private and charity sector organisations to boost skills for a world-leading, inclusive digital economy, and to guarantee Cheshire East has appropriate representation on the Board to ensure our priorities are reflected and addressed etc.

ACTION: Work alongside the sub-regional Skills and Pledge team in order to enhance the careers service support to schools

8. PRIORITY THEME 4 - *'The Place to invest'*

With a great location at the heart of the UK, outstanding connectivity and high quality living and working environments, it is no surprise that Cheshire East is a favoured location for many businesses. Companies that have already chosen to make their here include Bentley Motors Ltd, Astra Zeneca, Siemens, the Square Kilometre Array Organisation, Barclays Technology Centre and The Waters Corporation; their presence underpins key sectors.

The economic base in the Borough is diverse; principal contributions to GVA are production activities such as advanced manufacturing including automotive (4,000 jobs) and pharmaceuticals (2,000 jobs) and software development (1,250 jobs). Our business density is high compared to the UK, North West and our neighbouring authorities with over 20,230 businesses within the Borough and around 2,500 new business starts per year. More businesses are being created than closing and the number of jobs created continues to rise.

The following 'growth sectors' are the key economic areas where the evidence shows particular economic strengths in Cheshire East (in terms of employment size, level of specialisation or business presence), or areas with clear potential for future growth.

Life Science and Pharma Sector - Cheshire East has particular strengths in advanced scientific research and in pharmaceuticals R&D and manufacturing. AstraZeneca, Recipharm (formerly Sanofi), Waters Corporation and the Biohub at Alderley Park, are some examples of important businesses in these sectors. Cheshire East hosts an estimated 20.0% of the region's and 1.6% of the UK's scientific R&D jobs which account for 1.0% (2,000) of the Borough's jobs; an employment share which is 2.5 times higher than the sector's share in Great Britain as a whole (0.4%). The pharmaceutical production sector is even stronger hosting an estimated 37.5% of the region's and 7.7% of the UK's jobs, an employment share which is 15 times higher than the sector's share in Great Britain as a whole (0.1%). CRO (Contract Research Organisations) are an integral part of the pharmaceutical, biotechnology and medical device industries. These independent research businesses are a key growth area and Cheshire East is home to 25 including Cyprotex, the world's largest CRO specialising in ADME Tox and bioscience services, with its headquarters in Macclesfield and labs at the Alderley Park BioHub.

Advanced Manufacturing – Manufacturing continues to be an important sector to Cheshire East supporting over 12,000 jobs within the Borough with nationally significant contributions of activity particularly in the automotive sector and its supply chain. Manufacturing growth is clearly demonstrated by Bentley Motors' growth programme and growth of an advanced manufacturing cluster including Autoliv, Siemens, Oliver Valves & BAE Systems. Instrumentation is another growing niche sub sector. Digital technologies such as additive manufacturing, data analytics, internet of things, augmented and virtual reality are transforming manufacturing operations and improving productivity and there is growth potential in the application of these technologies within small and medium sized businesses.

Creative & Digital – Whilst Cheshire East has well established strengths in areas such as life sciences and manufacturing, one of the fastest growing sectors is creative and digital industries. Cheshire East has over 1,250 jobs in software development and is highly specialised in gaming. At the heart of the North's creative cluster, the Borough is home to over 2,000 companies employing around 7,500 people and generating a turnover in excess of £500 million a year. Although most are small businesses, there are a number of leading firms including Warner Bros owned TT Fusion makers of Lego Games in Wilmslow; Cloud Imperium Games in Wilmslow; ThinkPositive's European Design Cente in Bollington; and

McCann in Prestbury, the largest advertsing agency outside London. It's viewed by the council as a key sector in terms of supporting growth and prosperity across the whole of its patch, particularly for rural areas. The Creative & Digital sector is also increasingly important to support other areas of the economy, including advanced manufacturing, life sciences and reasearch, and Fintech. There is a particular strength in Medical Communications Agencies including; Ashfield Healthcare, McCann Health, Adelphi Group, Fishawack Group, Healthcare21 and Prime Global for example; and Cheshire East has significant financial technology companies such as Barclays Global Technology Centre in Knutsford, Fujitsu, Assurant, Royal London, Atos Origin and rapidly expanding Radius Payments Solutions, Quintessential Finance Group and Mobica employing around 5,000 skilled staff. The Creative and Digital sector is clearly growing but could be further enhanced through the development of wider networks, support systems and skills that provide the 'creative ecology' needed.

Agri-tech **–** The productivity of traditional sectors in food and agrculture habe been transformed by technology through agri-tech initiatives and food chain innovations. Cheshire East has a strong Agri-food sector, employing 7,750 workers (4% of all jobs in the district). Roughly two-thirds of these jobs are in agricultural activities, which has a high level of specialisation, with a share of employment that is 1.71 times highr than Great Britain. Moreover, the sector is growing in Cheshire East, contradicting the negative national growth trend. Manufacture of food is less specialised, but still above national average, and employs 2,750 jobs, which indicates the presence of local supply chains in the broader agri-food industry. There are oportunities for growth in these activities, for intance developing automation and agri-tech (to increase productivity) or exploring synergies with the visitor economy recognised by engagement with the Agri-Tech West Alliance. The sector is important for the preservation of landscape and the natural environment, to sustain the rural economy and to maintain the local identity of the place.

Transport and Logistics – Transport and Logistics is a large sector in Cheshire East, employing just under 10,000 workers. Warehousing and road transport of freight are the two largest sectors, employing 3,500 jobs each and with high levels of specialisation (employment share in these sectors is about twice as large as in Great Britain). Transport of freight by rail is smaller in employment but is a sector of great concentration in Cheshire East, with an employent share ten times higher that the national average. Transport and Logistics is a strategic sector for Cheshire East, given its geographical location (proximity to Greater Manchester and gateway to the Midlands), the fortcoming HS2 hub station in Crew, and the future economic potential of this sector in growing higher value and skilled jobs, related to automation and digital solutions. There might be further opportunities from HS2 related to engineering and construction, with the Borough already being home to major employers including Atkins, AECOM, Arup, CH2M Hill, Mott MacDonald, Bombardier, Unipart Rail Keltbray, Virgin Rail.

Visitor Economy – The visitor economy sectors[5] employ a very large number of workers (just under 20,000) which represents 10% of total employment in Cheshire East, making it an important area of activity. More than half of jobs in the visitor economy sectors are concentrated in food and beverage service activities (which includes pubs, restaurants, cafes, etc.). However, the most specialised sector is accommodation, which has also a high concentration of jobs (4,000). Both these sectors experienced significant job growth over the past 5 years. This means that, despite not being yet a clear area of strength in the Borough, there is potential to continue to grow the local visitor economy. This is also a strategically

[5] Visitor economy is defined as a broad sector including accommodation (e.g. hotels), food and beverage services (e.g. bars and restaurants) and activities related to tourism and leisure (e.g. sports and recreation activities, travel agencies, etc).

important sector for its potential to contribute to the sustainability of the rural economy and to generate positive economic effects on place marketing and promoting inward investment.

Clean Growth/Low Carbon - The UK Industrial Strategy predicts that the clean growth/low carbon economy is estimated to grow by 11 per cent per year through to 2030 (four times faster than the rest of the economy) and could deliver between £60 billion and £170 billion of export sales of goods and services by 2030. The sector in Cheshire East is sizable with over 5,000 employees and £0.5bn in sales as far back as 2011, the Council will support the further development of this sector, working with the Local Enterprise Partnership to deliver the Energy Strategy and clean growth aspects of the Local Industrial Strategy, supporting innovation by all businesses, promoting energy and climate resilience, and accelerating market development of energy and low carbon technologies such as heat and power networks and smart technologies. This will help to realise an ambition to create a competitive and sustainable economy while reducing rather than increasing overall carbon emissions.

Strategic Objective 8 – Strengthen business support, particularly for the growth sectors

Business support is an important mechanism to boost productivity and business resilience by providing companies (particularly SMEs) with the funding and expertise they need to improve efficiency and business practices, adopt automation and digital solutions, innovate and develop new products for higher-value markets, develop the appropriate skills and adjust to a higher-value and higher-pay economy. It is also increasingly relevant in the context of Exit from the EU, with companies requiring adequate support to address new administrative challenges and costs, particularly for small companies highly exposed to trade and EU workforce.

Funded business support across the UK remains limited and whilst information is still available on line through a range websites and some basic triage services, feedback form the business community tells us that they experience confusion and difficulty in accessing appropriate and most importantly impartial business support solutions so that only a small proportion of businesses, particularly from the SME community, have accessed any type of business support.

Support should not just cover advice and access to finance. In our business survey, 16% of our businesses are likely to relocate within the next 5 years and 50% of those are looking for larger premises. The lack of premises and good quality sites is an issue not only for inward investors but for our indigenous medium sized high growth companies that are looking to grow. This is particularly prevalent in the North of the Borough where there is competition from our neighbouring authorities.

Top 100 Strategic Investors - Cheshire East's successful economic performance is due, in large part, to the presence of several very large, high GVA producing businesses. These 'strategic investors' need high quality 'account management' to ensure risk of disinvestment is reduced and new investment propositions are supported and we continue to develop the capability to provide high quality account management to our strategic investors.

High Growth SMEs – Smaller companies are statistically less likely to engage with support programmes and can be focussed on survival rather than development. Over 99.97% of our businesses are classified as small to medium sized enterprises; they are the backbone of our economy and a significant number have the potential for high growth. We continue to develop targeted support to boost business investment and productivity of the borough's high growth potential SMEs.

Target Sectors - Whilst a broad approach to business growth and support is needed for all SMEs, research and intelligence suggests that targeted support at growth sectors is more likely to generate increased Gross Value Added and productivity. We have defined the 'growth sectors' for Cheshire East in terms of employment size, level of specialisation or business presence.

ACTION: To work with business-facing organisations such as The Cheshire & Warrington Business Growth Hub and Chambers of Commerce to provide a range of business support services and continue to develop the capability to engage and account manage our key companies and high growth SME's.

ACTION: Provide appropriate support and advice to help local businesses to prepare for EU Exit; to include help with access to finance for the administrative costs of implementing new trade arrangements, compliance with new standards and regulations and other potential new legal requirements, legal advice and support administrative costs of recruiting new EU citizens and reviewing the legal status of their current workers.

ACTION: Continue to develop the legacy of the SHIFT programme (a pilot digital innovation and creative thinking initiative from 2016-18), by working with others to develop flexible work space and maker spaces in Macclesfield and Crewe to support the sector, promoting the sector to further raise the profile of Cheshire East as a creative and digital hub and further develop skills through identifying Digital Ambassadors.

ACTION: Develop a programme to support productivity improvements in the Cheshire East growth sectors which have traditionally lower productivity levels (Agri-food, Visitor economy and Transport & logistics). This should include support for businesses (mainly SMEs) to access expert advice and approfriate funds to become more productive so they are prepared to adjust to economic change and to contribute to a higher-value and higher-pay economy.

Strategic Objective 9 – Deliver and grow the Cheshire East Science Corridor

The North West region has one of the strongest science and technology clusters in the UK and complementing the 'golden triangle' of Oxford, Cambridge and London is a Northern hub centred around the Cheshire Science Corridor. Cheshire East sits at the heart of it with some of the most significant science and innovation assets in the world. Collectively these assets form the North East Cheshire Science Corridor which with other science hubs across the sub region forms the strategic priority of the Cheshire Science Corridor.

The Greater Manchester and Cheshire Life Sciences Fund is a seed and early stage venture capital fund investing in a range of life science businesses across all stages of development, from initial market research and concept development through to product/services launch and manufacturing. The £42m fund has been created by the Council in partnership with the Greater Manchester Combined Authority, Cheshire and Warrington LEP, and Manchester Science Partnerships. The Fund Manager, Catapult Ventures, has ambitions to increase the size of the fund to c.£60m through further private sector investment, creating one of the UK's largest early stage life science funds.

The Science Corridor area benefits from Enterprise Zone status which enables businesses relocating to or expanding within the Science Corridor to apply for business rates discounts. Forward fund investment based on future business rate income is possible through an Enterprise Zone Rate Reinvestment Fund which is currently supporting the development of 147,000m2 of new office space to deliver an additional £1.2 million in business rates, 1,200 new jobs and a £120m GVA uplift per annum.

Jodrell Bank Centre for Astrophysics - The Jodrell Bank Observatory hosts a number of radio telescopes, and is part of the Jodrell Bank Centre for Astrophysics at the University of Manchester. It has been chosen to host the permanent headquarters for the world's largest radio telescope, an observatory that aims to delve deep into the early history of the universe; the 'Square Kilometre Array' or SKA project to deliver an additional 200 jobs on site. Rather than employing one enormous dish, the SKA will draw on more than one hundred thousand dishes and antennae spread across Africa and Australia to create a collecting area of one square kilometre. The site is an important piece of our national heritage with many of the structures protected by Historic England as Grade I or II listed building and is currently the UK's nominee for UNESCO World Heritage Site status. The First Light Project at Jodrell bank is a £22.5m project supported by the Heritage Lottery Fund. It will deliver a new visitor facility formalising Jodrell Bank's arts programme and bringing together the arts, digital technology, science heritage and culture. It is estimated to be able to attract an additional 127,000 visitors per year initially rising to 350,000 to 400,000 within the first 3 to 5 years.

Alderley Park - As a major strategic employment site within Cheshire East, Alderley Park is of paramount importance to the local economy and plays a pivotal role in the wider North West science ecosystem. As part of the Cheshire Science Corridor Enterprise Zone it benefits from the opportunities associated to this status. The former Astra Zeneca site was acquired by Manchester Science Parks in 2014 who have implemented a major redevelopment programme to repurpose existing buildings to make them suitable for multi-occupancy and invest in the improvement of key assets to retain the site's world class R&D capabilities. It is anticipated that this investment will secure 7000 jobs on the site. AstraZeneca will continue to retain around 500 staff on the site. Bruntwood and Legal & General Capital are investing £360m of capital, property and intellectual assets to establish a landmark 50:50 partnership to create a new company, Bruntwood SciTech. This will be the UK's largest property platform dedicated to driving science and technology growth in regional cities with a business plan designed to support the creation of more than 20,000 high-value jobs and Alderley Park is one of sites in the joint venture.

Bio Hub - At the heart of the site is the BioHub incubator which provides high quality lab and office incubation space to life science SMEs and is operated by BioCity, the UK's largest life science incubation business. Since its launch in 2013, the BioHub has become home to over 120 companies employing over 400 people. The key to success of these businesses is the support services provided including providing specialist workspace for growing life science companies, including access to high-end equipment, shared services and training, as well as business advice through its expert network.
A new £5m Medicine Technologies Catapult Centre has been established to bring together business with researchers with the aim of helping start-ups bring ideas to market. Location of the AMR (anti-microbial resistance) Centre of Excellence at Alderley Park with an initial £4m investment is part of the global campaign to develop new drugs and antibiotics, discover more effective treatments and anti-infectives and develop new public policy and clinical practice.

Macclesfield Science Opportunity Zone - AstraZeneca currently occupies 100 acres at the Hurdsfield Industrial Estate on the eastern side of Macclesfield, as their second largest global manufacturing operation. 2,500 people are currently employed in activities including pharmaceutical development, manufacturing and packaging of tablets, syringes and other products, and ICT; with a further 500 R&D staff due to relocate from Alderley Park. The site's significance in terms of high value employment and productivity makes it of both local and national importance. The company is currently investing £120m in high-technology manufacturing at the site, securing the future of a unique capability in aseptic manufacture. The site is the home of the $1bn oncology product, Zoladex, which is supplied to all markets. Products from the site are distributed to 130 global markets and are estimated to account for 1% of the UK's exports.

New Technologies - The Government's Industrial Strategy positively encourages the development of business led institutions around local expertise, to building on existing clusters where they exist and creating new ones where they are needed. This move to bring sectors and places together would see these institutions located where there are specific sector strengths; building up local trade bodies, creating new educational institutions, making it easier for businesses to access finance and getting a stronger business voice in local government. One of the Grand challenges set out the opportunity for the use of Artificial Intelligence or AI to support imporvements in productivity. Smart technologies to analyse great quantitieis of data quickly and with higher degree of accuracy are set to transform the prevention, early diagnosis and treatment of chronic diseases by 2030 and there is a whole new industry around AI in healthcare and medical research creating high skilled science jobs.

ACTION: Cheshire East Council will continue to work closely with the key businesses, institutions and sites of the Cheshire Science Corridor to understand their needs and challenges and provide administrative and politcal support as required, to ensure the continuous growth and prosperity of the Corridor, which is a strategic asset for the Borough.

ACTION: Aim to progress opportunities to develop and establish small business clusters and joint manufacturing facilities for smaller companies.

Strategic Objective 10 – Develop a clear Place Marketing Approach and Investment plan

Cheshire East continues to demonstrate its appeal not only to local enterprises but to nationally recognised occupiers who have chosen to invest in the area by establishing themselves here as part of long term plans. Investment deals in Cheshire East were consistently high in 2018 in terms of total spend (£69.73 million) and space exchanged (81,269 m^2) which, aside from 2017, is the largest total on record since 2010. The retail sector accounted for most of the deals but industrial deals produced the most significant value (£37.39 million and 82% of all investment). The office market is buoyant across the borough with the highest number of deals taking place in the North of the Borough dominated by Alderley Park. Rents are strong reflecting the demand for inward investment and business growth in Cheshire East and the low supply of land and premises, particularly of higher quality based on these levels of take up. High profile developments include:

- Re development and major investment by Alderley Park Limited led by Bruntwood Scitech is set to provide 38,000 m2 of laboratories, offices and light manufacturing space; 1,500 m2 of retail space, with a café, pub, restaurant, crèche facilities; up to 275 new homes and a 100-bed hotel, amongst other high quality facilities which are intended to contribute £245 million of the economy annually.

- Luxury car manufacturer Bentley, based in Crewe, has produced a masterplan for the long-term development of its headquarters, with £40m investment in a 46,500 m2 campus expansion, creating a world-class hub of design and engineering.

- Work commenced on the £16.5m Jodrell Bank extension in 2016 as part of plans to create a global headquarters for the Square Kilometre Array multi-radio telescope project. Plans have been approved to construct a single-storey research and administration building which will be able to hold up to 135 staff.

The Visitor Economy in Cheshire East already provides nearly £1 billion per year economic impact from visitors and plays an important role in raising the profile and attracting inward investment and new residents. Together with a strong narrative for the Borough and its different places, highlighting their distinct characteristics and capitalising on the good quality of life and connectivity to urban areas, this will be key to ensure the Cheshire East is open for business and attractive to new companies and residents.

Ideally Positioned - The borough's location and connectivity is one of its unique selling points. It looks outwards to Manchester, Northern Powerhouse, Midlands Engine, and London. We are fortunate to have strong international connectivity through Manchester Airport, which borders the borough. But a difficulty for Cheshire East is that, unlike a city, it is not a single place: it is a 'place of places' set within a wider geography. It has a number of propositions, some of which are set in a context with other places outside the Borough and we are in competition. This makes it particularly important to develop a clear vision and a strong strategy for place marketing and investment to raise the profile of Cheshire East and its distinctive attributes.

Place Marketing - We are developing a refreshed place marketing offer including a strategic approach to events and branding, building on the place's national and international gateway and recognising that propositions will need to be based on individual places or sector-specific opportunities. As Cheshire East is a 'place of places', marketing will need to draw out the strengths, opportunities and character of each place, the stories and personality relevant to their future or to particular audiences. This will include a clear and deliberate strategy to attract investment, visitors and businesses to the area and align our place-making strategies for regeneration and for rural areas with a successful proposition.

Cultural Offer – This is an important piece of place marketing. It is one of the elements that helps makes a place distinctive. Along with the environment of Cheshire East it helps provide an answer to the question, "Why should I invest in this place over another?" A strong cultural offer can attract high skilled workers and retains graduates, this being a significant pull factor in the location decisions of businesses and particularly creative businesses. We will therefore develop and promote our cultural offer for both residents and local businesses. We will develop our cultural offer for both residents and local businesses and to attract more inward investors, particularly those with higher value jobs. There is a need to revitalise some of our urban areas and to support and develop our rural areas. Place Marketing will therefore be an important part of our strategy to attract and retain businesses, target age range and skills sets that we need to fulfil our ambitions for growth.

Target Markets - Place Marketing will be an important part of our strategy to attract and retain businesses, target age range and skills sets that we need to fulfil our ambitions for growth. The promotion of any proposition has to be followed through by ability to follow-up enquiries and engage with business along with having deliverable, tangible product: the development sites, serviced facilities, connectivity, skills, business engagement, lifestyles and qualities that are in demand. We will work with existing investors addressing indigenous growth, particularly SMEs, through facilitation and business engagement as well as communicating a competitive proposition for Cheshire East, providing marketing collateral to identify opportunities and equip businesses and other organisations to help articulate and promote the proposition.

ACTION: Cheshire East provides a free service that enables businesses to access information on commercial sites and independent advice and information to help organisations make considered choices on where they relocate.

ACTION: Continue to deliver a programme of promotional activity for key investment opportunities and employment sites to encourage and secure new investment form businesses looking to relocate.

ACTION: Develop a clear narrative about the benefits of Cheshire East as a destination for inward investment and the strengths of our key sectors and places.

ACTION: Develop a strategy for the acquisition/development of land for commercial employment uses to meet the needs of both inward and indigenous investors to support business growth and job creation linked to infrastructure and housing development.

ACTION: Develop distinctive investment plans for the different areas of the Borough, with holistic propositions to create desirable places to live, work and invest (e.g. a strategy to create a high-quality mixed-use sustainable community in Crewe in advance of the new HS2 station)

ACTION: Develop a programme to focus on regeneration, culture and uplift of town centres and high-streets across the Borough.

ACTION: Deliver destination marketing (linked to Visitor Economy Strategy and Destination Management Plan) to support economic outcomes, profile, 'distinctiveness' and positive image.

9. PRIORITY THEME 5 - *'The Place to visit'*

Cheshire East has a successful cultural and visitor economy sector based on its key attractions, including 14 National Trust properties, strategic events programme including RHS Tatton, Rewind Festival, Blue Dot Festival at Jodrell Bank and the Royal Cheshire County Show. As well as its rural offer, cultural assets and an extensive footpath, cycleway and bridleway network, it is also recognised for its strong wedding offer with over 70% of weddings from couples outside of the area. Delivery of rural, cultural & visitor economy activity can also support and add value to the wider proposition, growth initiatives and quality of place, providing a setting for people choosing to live, work and invest in the area.

Cheshire East is a rural and cultural destination that has many unique visitor experiences, with the likes of Jodrell Bank; the most iconic observatory in the world and the UK nominee for 'World Heritage Site' status, outdoor adventures in the Peak District National Park, cultural events and great heritage attractions like Quarry Bank and Tatton Park. Cheshire East provides local food offers, luxury hotels set in idyllic locations, award winning spas, historic houses and gardens, cultural and sporting events and outdoor experiences, making this an active, vibrant place to be. It is ideally positioned to support a business tourism and meetings offer that has many distinctive, quality hotels and venues.

Figures for the value of the visitor economy in Cheshire East have again hit new records at £921m. The detailed analysis of the 2017 figures shows a 69.3% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2017 injected £200m into the economy; an increase of 3.9% on the previous year and an increase of 62.1% since 2009. Overall these figures show a slow down in visitor numbers, although more people are staying overnight than ever before meaning visitors to Cheshire East are spending more time and money in the Borough. 2017 figures also showed that 11,557 people were employed within the visitor economy sector in Cheshire East; this figure has grown consistently and since 2009 shows a growth rate of over 34%. With continuing investment in the Borough's heritage attractions and with HS2 on the horizon; this could lead to a further boost in numbers as the projects develop..

Strategic Objective 11 – Increase the economic contribution of the Cultural and Visitor Economy

The Cheshire East Visitor Economy Strategy has aligned itself to the Visit England Strategic Framework for Tourism Report for 2010 to 2020 in setting out an ambition to grow the value of the Visitor Economy by 5% year on year so that the target value for Cheshire East in 2020 is £1.076 billion. Confidence in the sector continues to grow with major investments from premium hotels and marinas across the Borough and a 69.2% increase in location filming from 2012 stimulating interest in Cheshire East as a TV location including Home Fires, Peaky Blinders and Cold Feet.

There are sector-specific actions articulated through the existing Cheshire East Visitor Economy Strategy, Cultural Framework, Strategic Events Framework and the sub-regional Destination Marketing Plan. The potential of Business Tourism to Cheshire East is important, not just because it helps to keep venues and accommodation providers busy, but because it attracts key business decision makers to our region. Our offer complements the adjacent

metropolitan areas, being in the main smaller unique/unusual locations, while Crewe is ideally positioned to become ‘The place to meet’ in the future because of its connectivity.
As a Local authority, Cheshire East has a key role in developing the visitor and cultural economy’s local growth potential through playing a strong leadership role and catalyst for growth; creating the conditions for it to thrive, setting the planning context, investing in infrastructure, improving skills and incentivising inward investment. Cheshire East can help ensure there is a rich cultural offer to attract visitors, pulling in visitors through the area’s events, arts and heritage and helping to support its value as a ‘Cultural Destination’ through both vibrant towns and the rural setting. The Council also has an important role, along with the Destination Management Organisation, in helping coordinate the activities of stakeholders across the destination and working with partners to achieve growth.

Evening Economy - The hospitality and evening leisure economy is not as strong in some towns as some comparable areas although the café, restaurant and bar offer is growing but there is a need to create more of this to encourage people to stay after working hours. Opportunities will therefore be sought to work with partners on the enhancement of the early evening offer, the cultural offer and to strengthen the hotel offer to meet the growing demand from both the visitor and business markets in key locations.

Cultural offer - There is a need to focus on our cultural offer as this is often a significant pull factor in the location decisions of businesses, but particularly in creating clusters of creative industries. In addition, a vibrant cultural offer attracts other forms of strategic investment, and integrates new neighbourhoods and infrastructure to maintain thriving and attractive places. Localised strategies to support and enhance the cultural offer can attract and integrate new development to create a cohesive sense of place. For example, cultural programming around new major infrastructure (e.g. HS2) can assist integration into the fabric of a place and help to build buy-in from communities as well as supporting positioning with visitors by developing a shared ‘narrative’ on what makes a place distinctive.

Skills needs - The visitor economy sector continues to grow, helping to support the vibrancy of places and brand positioning. However, an increase in economic contribution for the sector through skills support is a priority to help it realise its economic potential and profitability. The skills base plays a critical role in productivity given the number of businesses reporting that their staff lacks the sufficient skills to meet business needs. This is largely due to high levels of labour turnover which also diverts existing investment in training and development away from where it is needed most in addressing skills gaps. Considerable attention has been given to the recruitment challenges in the sector, but evidence suggests that paying more attention to staff retention would help to tackle recruitment problems, while also increasing the competency of the hospitality and tourism workforce. The visitor economy also plays an important role, especially for young people in providing ‘pathways to work’ equipping people with core skills in a vibrant and customer focussed sector. Added to this there is a requirement to 'change the perception' of tourism and hospitality as a low level seasonal job to that of a rewarding and quick progressing career.

ACTION: Develop and refresh strategic approaches to culture and programming linked to the cultural framework priorities and development of a cultural destination..

ACTION: Support measures that help to nurture a ‘creative ecology’ that builds on current strengths leading to investment in culture and its economic contribution.

ACTION: Deliver the Visitor Economy Strategy and engage sub-regionally to seek improved productivity and economic impact from the sector.

Strategic Objective 12 – Position Cheshire East as a visitor destination

By the nature of the cultural and visitor economy, many visitor offers go beyond the borough boundaries and Cheshire East also form part of a wider offer due to its excellent connectivity both nationally and internationally and proximity to major visitor destinations of Manchester, Liverpool, Chester and the Peak District. Opportunities have been sought to develop these with partners and external funding, including Gateway marketing, the 'Cultural destinations' programme, Discover England funding and joint marketing initiatives. Working with destinations, travel trade and the tourism industry and targeting the US market, Marketing Manchester leads a partnership that includes Marketing Cheshire, to maximise the potential of the North of England as an international destination and the Airport as a gateway to the North.

Business Tourism – This is a difficult area for Cheshire East, with significant metropolitan competitors on the doorstep. However, previous research identifies that a focus on niche markets that support existing specialisms as well as the 'Associations' and meetings markets are worth developing further. The strategic connectivity of Crewe and other towns linked to HS2 will open up opportunities in these markets and the strength of rural-based (often heritage) attractions offer unique venues that larger areas struggle to match. Related to this, 'Brilliant Science' is a Visit England funded pilot that leveraged the UK's excellent international reputation as a world leader in science and engineering to develop the theme of science tourism; initially on developing a cluster between Cheshire, Manchester and Stoke-on-Trent. Brilliant Science has developed a range of thematic itineraries and packages to suit different interests and needs. It has helped to identify some business strengths in Science and generate a number of leads. A similar approach for other key sectors could have value in reaching the potential of the business tourism and meetings offer.

Rural Tourism Sector - By the nature of the area, a significant part of the visitor offer is rural-based, whether as attractions, events, hotels, walks or wedding venues. The development of a distinctive rural offer that takes advantage of these assets and attracts investment in them is therefore of importance in terms of economic output and image/profile.

Strategic Events – With an important role to play Strategic Events contribute to achieving 'distinctiveness', creating and communicating the 'identity' of a place as part of place marketing and creating pride in an area for residents and businesses alike. Events are identified within the Council's Visitor Economy Strategy (2016-2020) as an important driver with direct economic benefit. For example, by hosting the Cheshire East tour of Britain in 2016 the borough benefitted from £3.5m of economic activity on one day. Marketing Cheshire has also identified major events as a key economic driver for Cheshire overall: Their 2011 study of 6 major events in Cheshire concluded that they attract 500,000 visitors to Cheshire each year, generating c£48m of visitor expenditure.

Events and Festivals – Can be positive economic and social drivers encouraging financial and social investment by a wide range of organisations and communities attracting sponsorship from private and public investors. Cultural events can also reinforce and communicate distinctiveness, supporting economic, social and marketing objectives. Realisation of the potential of strategic events to underpin and communicate the proposition requires capacity for research, support, bid development, sponsorship and project management. There is an important link to both place-making and there is also a current need for small scale intervention to support, sustain and nurture some existing events and to realise their potential for growth. Events can make a valuable contribution to the visitor economy, image/profile and community outcomes. The growth of events is supported by the Council's Cultural and Strategic events Frameworks.

Visitor Economy Strategy – Supports an overall vision to maximise the contribution of the Visitor Economy to the productivity, employment and quality of life of Cheshire East. The strategy sets out an approach to achieving an increase in economic value to £1bn by 2020 and recognises that partnership working is at the core of delivery, including close working with business clusters, Marketing Cheshire, (the sub-regional tourism board), and attention to cross-boundary opportunities and cooperation.

ACTION: Deliver the Visitor Economy Strategy in partnership with business clusters and Marketing Cheshire.

10. MEASURING SUCCESS

Data for the analysis of the strengths and issues within the local economy is provided by our ongoing economic monitoring which includes the Cheshire East Economic Profile (updated March 2018) covering population, employment, housing, qualifications and a business survey completed in 2017. We also have key economic performance indicators which are measured locally which together with the Economic Profile provide an introductory robust evidence base to illustrate the current economic position, inform economic projections and facilitate measuring our success.

Further analysis and interpretation of the data, future growth sector specialisms to target, measuring success and sharpening the priorities and framework was provided through a commission of professional support.

In addition to the performance monitoring of specific actions within the Strategic Objectives, the Economic Strategy will monitor its four key performance indicators which are directly linked to the LEP Performance Indicators and the Sub Regional Prospectus and will be reviewed annually.

So for the period of this strategy by 2024 there is an ambition to:

- **Grow the Cheshire East Economy to at least £15 billion**
- **Create an additional 7,240 jobs**
- **Build up to 11,065 new homes**
- **Be 4% more productive that the UK average**

11. GOVERNANCE

The Corporate Plan for Cheshire East highlights how the Council is striving to create sustainable growth in the local economy. The Economic Strategy provides the Council with a clear proposition regarding its approach to supporting economic growth that is shared with the community, businesses, partners, government and investors and sets out these key priorities for delivery.

It builds upon and supports strategy development at national, sub regional and local levels including the sub regional Strategic Economic Plan (SEP) for Cheshire and Warrington, the Cheshire and Warrington Local Industrial Strategy and a suite of local strategies which focus on strategic, spatial and sectoral priorities for economic growth within the Cheshire East area specifically.

The Cheshire East Place Board, a sub set of Cheshire East Leaders' Board including representation from local businesses, further education, housing providers and chambers of commerce, has been established to provide strategic direction and leadership to the development and delivery of an Economic Strategy and associated Action Plan to support economic growth within the Borough.

This Economic Strategy, developed by the Place Board in consultation with the businesses and residents of Cheshire East, is intended to be owned by all of Cheshire East and should not be read in isolation; everyone has a role to play in the delivery of the Priority Themes and Strategic Objectives from improving productivity and earning power, creating the right conditions for business growth, protecting and enhancing the quality of place and environment, providing a strong cultural offer and keeping residents and businesses connected.

Cheshire East Council will monitor delivery through a range of success measures which build upon these objectives, some of which are strategic economic measures, and some more specific to the targeted programmes, including those within existing, related strategies. Performance will be fed back through the Cheshire East monitoring process and to the Place Board on a quarterly basis which will report back up to the Cheshire East Leaders Board annually.

12. ACTION PLAN

THEME/ACTION	OUTPUT	TIMESCALE	LEAD
Strategic Theme 1 – The Place to Live			
Strategic Objective 1 – Improve quality of place with a focus on regenerating our town centres			
Strategic Objective 2 – Influence housing delivery to expand the variety of housing and tenure			
Strategic Objective 3 - Protect and enhance the environment and economy in rural areas			
Strategic Theme 2 – The Place to Connect			
Strategic Objective 4 – Capitalise on the growth opportunity of HS2			
Strategic Objective 5 – Improve connectivity options, efficiency and sustainability			
Strategic Theme 3 – The Place to Work and Learn			
Strategic Objective 6 – Support residents to improve their skills levels			
Strategic Objective 7 – Ensure education provision meets employer demand			
Strategic Theme 4 – The Place to Invest			
Strategic Objective 8 – Strengthen business support, particularly for our key businesses			
Strategic Objective 9 – Deliver and grow the Cheshire East Science Corridor			

Strategic Objective 10 – Develop a clear place marketing approach and investment plan			
Strategic Theme 5 – The Place to Visit			
Strategic Objective 11 – Increase the economic contribution of the cultural and visitor economy			
Strategic Objective 12 – Position Cheshire East as a visitor destination			

13. APPENDIX I – ECONOMIC DATA

Building on our success

Cheshire East is one of the UK's most successful places with our economic performance consistently and significantly exceeding both the regional and national average.

A vibrant and resilient economy - Cheshire East makes a significant contribution to the economy generating £12.5bn which accounts for 44% the Cheshire & Warrington total (£28.5bn) and 8% of the North West's (£165.3bn) GVA (CW&C makes up 33% £9.4bn and Warrington 23% £6.6bn). For the period 2011 to 2016 our Gross Value Added grew by 3.8% per year on average; faster than both the North West (1.9%) and the UK (2.2%). As of 2016, labour productivity (GVA per hour worked) was 4.1% higher in C&W than in the UK and between 2010 and 2015 our employment growth in Cheshire East was 11.2%, more than double the regional (NW 4.8%) and national (GB 6.8%) rates.

A strong and diverse business base – We have over 20,230 businesses in the Borough (as of 2016), the highest figure in recent years which is the highest of any NW authority (district or unitary) area apart from Manchester. The business birth rate is well above the NW and UK averages (as of 2016) and business survival rates exceed the UK average with 91% of businesses surviving their first year in Cheshire East. From a business survey carried out in 2017, over 40% of Cheshire East businesses intend to increase their staffing levels and capital investment and 26% intend to increase the scale of their exporting activities and research and development with 93% of businesses identifying at least one benefit of Cheshire East as a business location.

A set of key growth sectors – The Borough also boasts significant company activity in high-value and high-skilled sectors such as scientific research and pharma, digital and creative, advanced manufacturing, financial and insurance and transport and logistics. This mix of high growth sectors and leading international brands, many of which are exporters, means that Cheshire East has a significant potential for growth.

Quality of Place – We have a number of vibrant and historic towns located throughout the borough with attractive and varied townscapes, listed buildings and distinctive characters. They provide high quality living and working environments and are a key part of the borough's visitor economy. Many are also designated as conservation areas. A rich and historic environment provides the focus for vibrant and locally distinct communities, with a strong sense of place and self. The towns also provide a valuable link to rural communities, which are equally vital to the wider economy and local identity. Their conservation and enhancement is extremely important, to ensure that communities remain genuinely sustainable, retain their individual character and maintain their important economic function.

Rural Economy and Environment - The rural aspect of Cheshire East is significant in terms of population, economic impact and its contribution to the borough's Quality of Place. It helps to define the character of the place, but brings with it both the constraints and opportunities that are peculiar to rural areas. We want to ensure we have a place that is attractive, delivering vibrant town centres and an area offering high quality in both urban and rural places. Maintaining a strong Quality of Place can help ensure that we attract and retain the inward investment, skilled workers and visitors we need to grow our economy.

Education - The borough has major educational assets, in terms of skills development and knowledge transfer, in the form of; 2 Further Education colleges, Cheshire College Crewe Campus and Macclesfield College; Reaseheath College, Agricultural specialist and Centre of Excellence for Agritech with over 7000 students; Crewe University Technical College associated to local advanced manufacturing businesses including Bentley Motors and Siemens; plus Jodrell Bank is of great scientific significance as a leading facility for radio-astrophysics and scientific research in the UK.

A skilled workforce – Cheshire East's population is amongst the most highly qualified in the country with attainment at all levels higher than the national average and over 45% educated to Level 4 and degree-level compared to 36% nationally. Up to 35% of current occupations in Cheshire East are either professional or managerial, and future forecast up to 35,000 new managers by 2025. With 15 higher education institutions including Manchester and Liverpool within a 50 mile radius providing access to around 40,000 new graduates each year, the area would seem to be well placed to capitalise on its growth potential.

Unemployment - has declined significantly over the last few years and overall the proportion of the working-age population in Cheshire East claiming out-of-work benefits has decreased between 2011 and 2015, from 10.2% to 8.6%. There are also low and declining numbers of NEET young people (not in education, employment or training); the 3 month average NEET figure has fallen by 22% from 412 in 2014/15 to 323 in 2015/16.

Good neighbours – The Cheshire East economy does not operate in isolation being influenced by interactions with the neighbouring economies of Manchester, Liverpool and the Midlands which provide employment and business opportunities and access to research and knowledge resources and cultural facilities. Although it is predominantly a rural area, Cheshire East benefits from unrivalled access to the country's major land, air and sea routes.

Connectivity - Quick and easy travel throughout the region and the wider UK is possible thanks to convenient access to the national motorway and railway networks with more than 40 trains from Crewe to London each day and a travel time of 90 minutes. Opportunities for international travel and trade are enhanced by the area's proximity to two major airports; Manchester Airport (the UK's busiest outside London) and Liverpool John Lennon Airport. Businesses in the sub-region also have access to good quality maritime trade links via the Port of Liverpool and the Manchester Ship Canal.

Housing delivery – Housing completions in Cheshire East have been rising steadily for the past 5 years and we have exceeded our Local Plan target for housing delivery for 2017/18; delivering 2,321 new homes against a target of 1,800. We have also almost doubled the target of 355 affordable homes, providing 655; 28% of new households in the Borough. CEC achieved 183% in the National Housing Delivery Test and in 2017/18 was the 8th nationally for housing delivery – building more homes than major cities such as Sheffield and Leeds and more than any London Borough.

Growing Cultural and Visitor Economy – The visitor economy is an important contributor to the Cheshire East economy with 11,000 jobs associated with the tourism industry. Cheshire East welcomes over 16 million visitors each year and figures reported in 2017 demonstrate that the Borough's visitor economy grew by 6.3% in 2016 amounting to a sector total of £895 million and due to grow to over £1bn by 2020.

Addressing our challenges and barriers to growth

We have made significant progress, with a programme of action for economic growth in place flowing from the Local Enterprise Partnership's Strategic Economic Plan and our growth proposals. However, there are a number of challenges that could affect our ambition to sustain this growth.

Productivity growth - It has been well documented that growth in productivity (or output per hour worked) in Britain is lagging behind most leading western economies and whilst productivity growth in Cheshire is above both the regional and national average, it has still not recovered to 2007 levels. The overall GVA performance is driven by some very large, high value companies which mask any underperformance in other sectors and the wider SME population. The economy is therefore not as resilient as it may appear.

A declining workforce and ageing demographic - The total working age population has contracted in nearly every year between 2008 and 2017 with a marked decrease in 25 to 35 year olds as proportion of total population. The number of older people (aged 65 and above) has increased by 78.3% between 1981 and 2017 and in the last 6 years of this period, grew by 2.9% per year compared to an average growth rate of 0.4% for the Borough's total population. This not only implies that the demand for health and social care services will increase but will cause significant replacement demand for jobs. This This replacement demand is estimated at 230,000 across Cheshire and Warrington by 2025, equating to up to 90,000 jobs in Cheshire East.

Skills mis-match – Employers across Cheshire East continue to report that too many young people are not prepared adequately for the world of work - with only 23% of employers reporting to have employed an apprentice and falling student enrolments in sectors predicted to grow, in both the high-value engineering and manufacturing technologies, and critical public and private services in health and social care. Numbers of the working age population with no skills or qualifications has crept up to 10.1% since 2012 in contrast to the trend across the North West, and nationally where the figure stands at 8.8% and the percentage of those aged 20-24 with degree level qualifications is below the national average.

Significant commuting flows both in and out of the Borough – There is a net outward flow of workers in the 25 to 35 year old age range in particular commuting to employment opportunities outside of the borough. This along with some significant in flows as well, not only puts pressure on transport networks and infrastructure but also suggest skills mis-matches for our residents and businesses. In a recent business survey 45% of businesses say they have experienced recruitment difficulties and 83% cited skills gaps as an issue. Interventions to address the mismatch could clearly improve productivity.

Skills policy – There is a challenge to the FE sector both nationally and locally to be as responsive and flexible as employers want/need due to funding policy, reduced capacity and reorganisation. Changes to post 16 policy and the impact of this, particularly the introduction of new T-Level qualifications in 2020 provide further challenge with no Cheshire East schools or colleges within Cheshire East set to deliver them.

Apprenticeship growth – Cheshire East performs relatively well in terms of the number of apprentice start-ups in the area but the Government target of 3 million apprenticeship starts is indicative of high growth. There has been little or no increase in learner take-up of science, technology, engineering and maths (STEM) subjects since 2011/12 with a continued decline in females in these subjects. Higher level / degree level apprenticeship provision is small with very few providers currently and the new Apprenticeship Levy has been difficult for employers to manage efficiently.

Health related worklessness - Across Cheshire East there are approximately 50,700 economically inactive residents of which 10,750 are claiming employment support allowance or incapacity benefit. This represents a significant loss of potential that could be applied for the benefit of economic growth. Recent research suggests that the highest concentration of those too sick to work within the sub region is in Cheshire East (Macclesfield 43%).

Low pay progression – Approximately 22% of the working age population in Cheshire East are experiencing either low pay i.e earning less than 2/3 of the median wage, or short term employment with many cycling between the 2 with low productivity and unequal access to opportunity. Low paid jobs are often in areas of comparable wealth where workers are unlikely to be able to afford housing and need to commute. Low paid work is also strongly associated to insecurity of employment and non progression with only 25% of workers escaping the low pay ‘trap’ within 10 years.

Significant pockets of acute deprivation exist within the Borough – Whilst employment and incapacity benefits levels are on average better than the national figures, there is a more mixed picture at a local level. Of the 231 LSOAs (pre-2011) in Cheshire East, 23 are amongst the 25% most deprived in England; 14 of these are in Crewe, 3 are in Macclesfield and one is in each of Alsager, Congleton, Handforth, Knutsford, Nantwich and Wilmslow. 5 of these LSOAs, all in Crewe, are amongst the 10% most deprived in England. (Conversely, 121 of the 231 LSOAs in Cheshire East are amongst the 25% least deprived in England, including 71 that are amongst the 10% least deprived.)

Constraints on development - The newly adopted Local Plan is supporting our growth ambitions with 2,500 acres of land allocated for housing, current planning consent for 20,000 units and 400 sites under construction. The delivery of strategic sites is important for growth and to support job creation and there is an immediate need for premises and good quality oven-ready sites, particularly in the North of the Borough. There are constraints around the delivery of brownfield sites, the cost, availability and resilience of infrastructure and also on utilities, especially power. Digital connectivity is a further issue and there is a need to develop full fibre capability and accelerate 5G deployment.

Pressure on transport networks – Whilst 60% of businesses identified access to road links as a benefit of Cheshire East as a business location, traffic congestion is one of the most cited disadvantages. Cheshire East is predominantly rural in geography with limited public transport infrastructure which can lead to challenges including travel to work, travel to learn and access to basic economic infrastructure services (including broadband, telephone and gas services). The scale of the challenge in Cheshire East is evidenced by the past and projected growth in CO_2 emissions from road transport, which is 37% of the total and is expected to grow by 2020 – whereas other sources of carbon are being reduced.

Graduate attraction and retention - Larger firms report that retaining experienced graduates is a challenge with employees often seeking job opportunities in more established commercial centres and major cities - each year over 5,000 young people go to University outside the sub region and very few return. In considering these factors and the global trend of movement of people and businesses to cities, the region is challenged by attracting and retaining both businesses and workforce. The future of higher education is further challenged as Manchester Metropolitan University is to withdraw from its Crewe Campus in 2019.

Housing offer does not match demand - The current housing mix does not meet our requirements considering rural geographies, an aging population and the need to support jobs led growth. The priority is to ensure that the right mix of housing tenure is delivered in the right places, where the jobs are, and at the right time in preparation for and along with development, not after development has taken place.

Exit from the EU – It is important that the Council fully understands the impacts of emerging changes as a result of the UK's exist from the EU and that contingency plans are put in place and action is taken to ensure that it is continuously working to deliver public services as economically, efficiently and effectively as possible focusing on key risks and opportunities and areas of possible influence in the local area. Key challenges will be retaining a skilled workforce, appeal of the UK with reduced access to the single market and uncertainty undermining investment decisions.

14. APPENDIX II – PLACE MARKETING

The approach

There is a need to better articulate the Cheshire East proposition, both in its own right and in the context of partnerships at both regional/sub-regional level and more locally. This will require an element of collateral that will echo or amplify positive messages with partners and target audiences. It should help to develop a strong, distinctive narrative, but cannot be the sole focus of a place marketing approach. Instead, the approach must also ensure that actions that can support or detract from the proposition are identified so these can be addressed and the ability to engage with business is fully considered. This is complicated by the fact that this is unlikely to be aligned to the local administrative geography alone, but rather take account of sectors, places and the wider strategic geographies.

Place marketing for visitors is already being delivered through Destination Management plans at the 'Cheshire' level and through a focus on specific product related to the likes of business tourism, events, wedding business, heritage or rural attractions. The destination image generated through this marketing also supports profile-raising with other audiences, including prospective residents and investors.

While quality of place is not necessarily the key evaluator for investment and site selection, these considerations do factor in locational decisions. Once location options have been narrowed, an increasing body of opinion suggests quality of place can be a significant factor in the final decision and that an "emotional connection" to a community can become important alongside the rational, numbers-driven determinants. Quality of place can also be part of an area's reputational profile and can be supported by other promotion, such as destination marketing. As destination marketing is already in place, the main focus of other place marketing will be on investment, whether 'Inward investment' or the retention of existing business, facilitating or promoting investment in that business. The plan priorities also focus on raising the area's profile with existing or potential residents to attract or retain the workforce and skills needed by a growing economy.

For investors, Cheshire East offers a strong economy with growth potential, a highly-skilled workforce, and resilient to economic downturns and external shocks. It has excellent transport connections, both within and beyond Cheshire East (nationally and internationally), pro-investment leadership with a focus on delivery. Cheshire East also has access to investment expertise, and willingness to step in where necessary to facilitate investment. The place marketing plan seeks to identify investible opportunities and a Cheshire East proposition to support locational decisions. Existing businesses can often be the best ambassadors for the area where they share common aspirations for the economy. Getting 'buy-in' to the proposition, then providing or equipping individuals and companies with promotional collateral that can be used to support other forms of communication is therefore important.

There is increasing competition to retain and attract knowledge workers, who may be more inclined to make decisions about location based on where they want to live rather than where they want to work, elevating quality of a place as part of a place marketing strategy. The place marketing plan must therefore address prospective residents (being the workforce sought by investors) and the distinct aspects of the place that meets their needs and aspirations. It must also recognise that civic pride and existing residents can provide strong advocacy.

There is little evidence to suggest that expensive place promotion campaigns directly result in the attraction of new investment and jobs. Instead, this plan advocates a considered approach based on engagement, refinement of the proposition, collaboration with other parties, and development of relevant collateral to support key messages or help to articulate investible opportunities. In terms of opportunities the Place marketing plan focuses on either key areas that support sectoral strengths, quality of place and workforce. The approach adopted must also be place-based to reflect the multiple characteristics and propositions that Cheshire East offers.

A set of purely sector-based propositions would miss the geographical strengths and opportunities that key areas offer, where concentrations of sector offers may already exist or where investment might realise an area's full potential. A narrow focus also risks ignoring the opportunity to invest in core elements that underpin the character of Cheshire East, such as the Agri-food sector that has value to both the economy and character of the environment, or the cultural and lifestyle elements that are fundamental to the wider 'quality of place' proposition and help to provide a setting of choice for people to live, work and invest in the area.

A core (generic) proposition has been developed around the key attributes of Connectivity, Economy, Environment and Community. While these are not unique to Cheshire East, their combination in one place makes Cheshire East ideally positioned to take advantage of investment opportunities. The core proposition can be supplemented by sector-specific messaging or targeted on specific places and audiences. Indeed, for the most part the communication of a proposition will need to be based on individual places or sector-specific opportunities. As Cheshire East is a 'place of places', marketing will need to draw out the strengths, opportunities and character of each place, the stories and personality that relevant to their future or to particular audiences.. General collateral will only be used to raise profile, reinforce or supplement and to generate interest. It will complement the wider sub-regional proposition and provide a backdrop for more local or sector specific ones. To be credible, the promotion of any proposition has to be followed through by ability to follow-up enquiries and engage with business along with having deliverable, tangible product: the development sites, serviced facilities, connectivity, skills, business engagement, lifestyles and qualities that are in demand.

The generic proposition is that:

Cheshire East is ideally positioned; a great place to live and a great place to work.

- **Strategically located** within the North West of England between Manchester and Liverpool, bordering North Wales and the West Midlands, and with excellent connectivity: two international airports on the doorstep, motorway connections to all parts of the country and rail links that mean London is just 1hr 30min away.
- **Thriving market towns** and village **communities**, **close to major centres** of Manchester and Liverpool and within easy reach of the Midlands.
- **A thriving economy** that includes **world class businesses** with a rich research and development infrastructure.
- Proximity to many major universities, including four the UK's top ten for STEM subjects providing access to excellence in **research and development**.
- **Science, creative & digital, finance and innovative technology** sectors alongside a top **quality manufacturing industry**, makes Cheshire East **a smart place** to make things, and helping to drive the most **successful economy** in the North West
- An enviable **network of open spaces,** countryside and waterways in an accessible **rural landscape** stretching from the Peak District to the Cheshire Plain.
- Many **top leisure and retail** operators are close at hand, while the area also offers a **great choice** of **independent shops, markets**.
- **Culture and attractions** to entertain and surprise, including Tatton Park, Jodrell Bank Discovery Centre, National Trust sites, gardens, stately homes and a host of cultural **events and destinations**.
- **Within easy reach** of nearby City centres attractions, the Roman-walled city of Chester, Chester Zoo, Blue Planet Aquarium, and Gulliver's World to name a few.
- **An active place**, **on the edge of the Peak district**, with the Pennines and mountains of Snowdonia close by, numerous premier league football clubs within a 30 minute drive along with championship golf courses; famous rugby teams; Chester Racecourse…
- A level of **skills and education** that can compete with anywhere in the rest of the UK.
- A workforce with the **highest productivity** in the North of England… A home to **real talent, quality and ambition.**
- A place to **grow**, thrive and realise potential, a place rooted in **heritage** that offers success and a **bright future**.
- Cheshire East is **a 'place of places'** where town meets country to provide an **unsurpassed quality of life** and a **distinctive character**. It offers a **choice of housing**, ranging from the affordable to the executive, supported by an **excellent range of local amenities**, including **good schools**, all set in **beautiful countryside**, yet **connected** to the UK and the world.

Action Plan	Timescale	Lead
Communicating a competitive proposition for place marketing, providing marketing collateral to identify opportunities, supporting engagement and promotion	2019	Head of Rural & Cultural Economy
National and specialist Media: Use of proposition as positioning tool as part of communications	TBC	TBC
Engagement with Government Departments and key stakeholders: Use of proposition as positioning tool within communications	TBC	TBC
Include resident communications plans as part of place marketing engagement	TBC	TBC
Identify target Inward Investors - Desk top research utilising on line intelligence, reports (e.g. Sector Studies), targeted R&I input and data capture/analysis	TBC	TBC
Working with existing investors addressing indigenous growth, particularly SMEs, through facilitation and business engagement	TBC	TBC
Develop a strategic approach to a portfolio of inward investment tools	2019	Director of Growth and Enterprise
Deliver account management, engagement, support – Top 100	TBC	TBC
Deliver account management, engagement, support – Rural and SMEs	TBC	TBC
Develop leads through 'Brilliant science' and other business tourism activity	2019	Head of Rural & Cultural Economy
Deliver sub-regional Cultural destinations programme	2019	Head of Rural & Cultural Economy
Deliver destination marketing (linked to Visitor Economy Strategy and Destination Management Plan) to support economic outcomes, profile, 'distinctiveness' and positive image.	2019	Head of Rural & Cultural Economy

Maintain visitor information and visitor Gateway marketing	2019	Head of Rural & Cultural Economy
Support events under the strategic events and cultural frameworks that deliver economic outcomes, ‘distinctiveness’ and positive image.	2019	Head of Rural & Cultural Economy
Develop sector proposition (expression of interest) to promote Tourism action zones & related partnerships if a sector deal is announced	2019	Head of Rural & Cultural Economy
Develop specific propositions related to key sectors and strategic priorities (eg Science corridor)	2019	Head of Rural & Cultural Economy
Develop and support specific propositions related to key places (eg Crewe) or strategic sites.	2019	Head of Rural & Cultural Economy
Ensure propositions and promotions support and are complementary to sub-regional, local area or partner area place marketing	2019	Head of Rural & Cultural Economy
Engage with businesses and other organisations to identify and support an ‘ambassadors’ programme to help articulate and promote the proposition.	TBC	TBC
Ensure effective mechanisms are in place to deliver market intelligence in support of place marketing objectives.	TBC	TBC
Develop an inventory of key sites and development opportunities that may suit market requirements.	TBC	TBC
Attendance at or support of relevant national or international events and conferences that help to deliver objectives.	TBC	TBC

Communicating the proposition

In order to communicate a competitive proposition for place marketing, provide marketing collateral and support engagement and promotion, an initial approach has been proposed. This is aligned to opportunities that are specific to Cheshire East, are important for economic growth or support quality of place and underpinning attributes. These are primarily orientated towards inward investment and local businesses.

A Place marketing narrative will describe the place, its quality and its locational attributes:

Cheshire East is strategically located within the North West of England, ideally positioned between Manchester and Liverpool, bordering North Wales and the West Midlands, and with excellent connectivity: two international airports on the doorstep, motorway connections to all parts of the country and rail links that mean London is just 1hr 30min away.

HS2 will deliver a step change in travel times, transforming access to labour, jobs, and housing markets, boosting skills, and increasing rail capacity for local services and freight. Centred on a HS2 transport hubs at Crewe and with planned connectivity to Macclesfield, it will unlock development, driving growth throughout Cheshire East and across neighbouring economies. To deliver optimum outcomes, we will work with Government to put in place the local infrastructure required to deliver transformational change at our 3 HS2 hub stations, building on the plans for Crewe with a fully integrated hub station capable of serving 7 HS2 trains per hour in each direction.

Cheshire East is a 'place of places' where town meets country to provide an unsurpassed quality of life and a distinctive character. It offers a choice of housing, ranging from the affordable to the executive, supported by an excellent range of local amenities, including good schools, all set in beautiful countryside, yet connected to the UK and the world. There are thriving market towns and village communities, close to major centres of Manchester and Liverpool and within easy reach of the Midlands.

It is an active place, with room to breathe, on the edge of the Peak district, yet within easy reach of nearby City centres. There is an enviable network of open spaces, countryside, cycle ways and waterways in an accessible rural landscape stretching from the Peak District to the Cheshire Plain. The Pennines, Lake District and mountains of Snowdonia are all close by, and there is a strong sporting heritage with numerous sporting venues within easy reach.

Initially, promotional collateral will be informed by eight key areas for investment:

Ideally placed: 8 great opportunities

1 Science

Cheshire East has a strong knowledge economy with one of the largest science and technology clusters in the UK, and an economy out-performing the UK's growth. Cheshire East has one of the strongest science and technology clusters in the UK, combining world-class academic and research facilities with world-leading businesses. It forms an integral part of the Cheshire Science Corridor – an innovation science Enterprise Zone.

The area has outstanding science credentials linking together nationally and internationally significant research facilities and established science based businesses. Businesses in Cheshire East are ideally positioned to take advantage of a strong science skills base alongside innovative world class life sciences research. Alderley Park - now the Manchester Science Parks BioHub, is one of Europe's leading life science research facilities. It is also home to the Medicines Discovery Catapult and the Antimicrobial Resistance centre of excellence. Science R&D levels are 5 times higher than the national level, with the Borough accounting for 36.9% of the region's and 3.3% of the UK's R&D jobs. In particular, pharmaceutical production is 7 times higher than the national level, employing over 6000 people.

The University of Manchester's Jodrell Bank centre for astrophysics is not only an important part of world science heritage, but remains at the cutting edge of space science, being the international home to the Square Kilometre Array (SKA) and Interferometry Centre of Excellence.

<u>The opportunity:</u> The Cheshire Science Corridor has been awarded Enterprise Zone status. It represents one of the UK's most internationally significant cluster of commercial science and technology assets. Alderley Park holds an international reputation for biotech and life science innovation in the UK. Set within 400 acres, of Cheshire countryside, Alderley Park is a world-class life science research and development facility. It is one of the few facilities in the country with a comprehensive offering to support drug discovery and development and has a strong history of success. Alderley Park is home to the BioHub; a specialist incubator for new and early stage biotech and life science businesses, offering the expertise and support required for business growth and an Open Access Lab with equipment provided by Waters.

2 Creative

The creative sector is a cultural and economic asset – and it's growing at twice the rate of the UK economy. The Creative Industries sector in Cheshire East is a part of a wider cluster including Greater Manchester, identified by NESTA and TechNation 2017 as one of the biggest outside of London with specialisms in advertising, marketing, games and ICT. The businesses collectively form an entrepreneurial yet creative culture, typified by diverse and innovative companies and organisations.

There are around 2,000 businesses in the creative and digital sector in Cheshire East, with over 5,000 employees, delivering over £500m in GVA. The creative and digital sector in the area is well established with a mix of established multi-nationals and innovative SMEs. McCann in Prestbury, is the largest advertising agency outside of London; companies such as Sigma, a leading specialist in user experience, and Matmi, a creative technology and brand experience agency, are in Macclesfiled; the designers of Angry Birds based nearby in Bollington; Warner Brothers' Traveller's Tales are in Wilmslow and Knutsford; and ThinkPositive have just established their European Design

Centre in Macclesfield. Media companies are now well established and benefit from their close proximity to resources like Media City.

<u>The opportunity:</u> As our creative economy continues to grow, we will work with the sector in supporting conditions for growth. Macclesfield and surrounding towns (including Wilmslow, Knutsford, Prestbury, Bollington, and Congleton) offer a strong cluster ideally positioned as part of a wider cluster associated with Greater Manchester. Its mix of established multi-nationals and innovative SMEs are underpinned by an entrepreneurial, creative community. The opportunities presented by digital technologies and the creative sector are integral to driving growth and productivity across all sectors as we seek support to exploit the potential to integrate smart digital solutions into our growth ambitions, supported by the required digital infrastructure. The digital connectivity of the HS2 Hub at Crewe is critical in realising its benefits for our communities.

3 Manufacture

Cheshire East has a strong advanced manufacturing base with particular strengths in automotive, instrumentation and engineering. The area has attracted global brands, making it ideally positioned for a range of advanced manufacturing operations. Companies already include Bentley Motors and Bombardier in Crewe, AstraZeneca and BASF Performance Products based in Macclesfield, Waters Corporation in Wilmslow and Siemens in Congleton. The skills base in Cheshire East enables a diversity of operations to be based locally, from R&D, design, testing, manufacturing and HQ. A number of companies incorporate all these functions within their Cheshire East base. The unique position of Cheshire East and its range of manufacturing expertise, including engineering, food and pharmaceuticals make it an ideal location. Crewe's position in the rail network has ensured that it has a strong base in rail and advanced engineering. Crewe has long been at the core of the UK's manufacturing industry, built on over 175 years of rail heritage and home to major manufacturers, suppliers and engineering powerhouses like Bentley Motors, UK Fuels, Fujitsu, the town has built itself a deserved reputation for high quality manufacturing and product development which in itself has attracted major investment.

<u>The opportunity:</u> The prospects for HS2 and a Crewe Hub Station offer an unrivalled opportunity ensuring that Cheshire East is well placed to achieve a step change in growth. The University Technical College in Crewe has been established to support the advanced manufacturing sector and offer specialist training opportunities. Alongside this, the Cheshire Science Corridor is a crescent that crosses the northern part of the sub-region. The Enterprise Zone brings together the best commercial opportunities within the Cheshire Science Corridor with a portfolio of investment opportunities ranging from affordable development sites to world class laboratories.

4 Technology & business

Technology in Cheshire East is at the root of success in many business sectors. Cheshire East is an important base for financial and business services companies, many being global players developing new technologies. As well as key financial services companies including Barclays and Royal London with major operations in the area, there are also a wide range of related companies ranging from software development to outsourced IT support services. Proximity to Manchester and Liverpool positions the area close to other regional financial and business service centres. Innovative business services have unrivalled reach to the major regional business centres, an existing technologically strong sector and access to major employers.

<u>The opportunity:</u> There is real potential for the integration of Smart digital technologies that could enable development through application of smart and efficient digital services and

infrastructure to support physical connectivity, economic infrastructure, quality of place, and health and wellbeing.

5 Logistics

Because of its ideal position at the heart of our road and rail network, logistics employs around 7,000 jobs in total in warehousing and road transport or freight sectors, with a high degree of specialisation, especially in transport of freight by rail. Projects are currently in programme to deliver around £300 million worth of investment in Cheshire East including major schemes for Congleton Link Road, Poynton Relief Road, and Middlewich Eastern Bypass. There is also opportunity to secure transformational benefits from significant new national investment especially the new HS2 rail network alongside the existing connectivity offered by the M6 corridor, ideally positioned for access to major conurbations on the doorstep and international airport links.

The opportunity: Basford West is a gateway strategic site for the North West and Crewe. Fully serviced and ready for immediate development of up to 1.1m sq ft of distribution/warehouse space within 5 miles of Junction 16 of the M6. Major investment in Highways infrastructure in recent years provides excellent road connections between Crewe and the M6, while Basford West is adjacent to the proposed HS2 route. Crewe is the preferred location for HS2 Hub Station for the North West offering a people and freight 'Superhub'. Meanwhile, Middlewich has an ideal position on the M6 corridor with excellent connectivity and access to markets.

6 Agri-Food

The productivity of traditional sectors in food and agriculture has been transformed by technology through agri-tech initiatives and food chain innovations. The agri-food sector in Cheshire East is well developed and diverse. This sector comprises of a range of companies from large scale food manufacturers and animal feed businesses, to dairy operators, salad producers and small scale operations (including traditional cheese producers, farm shops, breweries and distilleries). Cheshire East's food and drink sector is recognised by Cheshire and Warrington Local Enterprise Partnership (LEP) being identified through the Northern Independent Economic Review as having growth potential for Cheshire and Warrington. Opportunities in the agri-food sector in Cheshire are mostly characterised by the application of technology by end users, recognised by Cheshire's involvement in the Agri-Tech west alliance. The LEP have endorsed their support for the sector through investment fund support for Reaseheath College's continuing £80 million investment plan.

The opportunity: Cheshire East is ideally positioned to deliver that growth with support for existing businesses, strong branding, development of niche areas and research and training facilities. Agri-Tech West seeks to advance agri-tech through support for business growth, increased productivity and skills development. Significant development in the agri-food sector for the area saw the completion of a £7.4m investment at Reaseheath College, to provide a state of the art food processing facility supporting the sector, where trials and development work can take place.

7 Lifestyle, quality and place

Cheshire East is a 'place of places' where town meets country to provide an unsurpassed quality of life and a distinctive character. It offers a choice of housing, ranging from the affordable to the executive, supported by an excellent range of local amenities, including good schools, all set in beautiful countryside, yet connected to the UK and the world. This makes it a great place to live and a great place to work. Each of Cheshire East's towns has distinctive characteristics, many with an enviable quality of life, great food and cultural offers as well as independent retailers; all with welcoming communities, civic pride and strong community engagement.

There is a good mix of available housing and further development planned. The Council is directly facilitating major developments at Handforth, Leighton (Crewe) and South Macclesfield. Our objective is to secure ‘good growth’, that values design quality and environment, and ensures that the supply of housing delivers a broad range of new homes that are affordable and accessible to people where and when they need it. Investment in in-town living as part of the mix can deliver significant benefits to a number of our towns. Linked with other measures that improve the vibrancy of towns, the right approach to town centre living can help attract or retain young professionals and creatives.

Cheshire East has many unique cultural and visitor experiences, with the likes of Jodrell Bank; the most iconic observatory in the world and the UK nominee for World Heritage Site status, outdoor adventures in our part of the Peak District National Park, and great heritage attractions like Quarry Bank and Tatton Park. Cheshire East provides local food offers, luxury hotels set in idyllic locations, award winning spas, historic houses and gardens, cultural and sporting events and outdoor experiences, making this an active, vibrant place to be. Its position supports a strong business tourism and meetings offer that has many distinctive, quality hotels and venues.

<u>The opportunity:</u> We will ensure that growth occurs in parallel with the enhancement of the area’s quality of life, its environment and landscapes. In tandem, we will accelerate our current programmes to deliver an enhanced and wider cultural offer in support of our specific quality of place and place-making agendas. We seek new investors in housing, including assembling multiple sites, to provide scale and the potential for high capital growth, and high quality design.

Cheshire East Council is leading on the comprehensive regeneration of Crewe Town Centre while plans for Macclesfield are in hand to enhance the town centre offer, building on its distinctive character. Strategic housing locations at Handforth Garden village, South Macclesfield and Leighton offer key investment opportunities, while our design guide offers developers and designers an approach that retains the characteristics that make Cheshire East unique as a place. Many of our towns and some of our rural areas also offer distinct investment opportunities in hotels, leisure, tourism and hospitality.

8 Talent

Cheshire East can boast a level of skills and education that can compete with anywhere in the rest of the UK. It has a workforce with the highest productivity in the North of England… It is home to real talent, quality and ambition. Proximity to many major universities, including four the UK’s top ten for STEM subjects, provides access to excellence in research and development.

A £900k programme to deliver a two-year careers information, advice and guidance project across Cheshire and Warrington, IS promoting our high-growth and key technology sectors to young people.

In addition to being ideally positioned for access to a range of Universities, Cheshire East can boast a strong tertiary sector with the University Technical College in Crewe delivering a unique learning experience with the full scale of engineering and design disciplines. South Cheshire College in Crewe and Macclesfield College have a long-standing reputation for career focused learning, while Crewe is also planned to be home to a medical health science campus in 2019. Reaseheath College is one of the UK’s leading specialists land-based colleges based in Nantwich, Cheshire. The College provides courses to support skills throughout the agri-food process, including farming, environmental management, food processing, and product development.

<u>The opportunity</u>: We encourage development of new models of working for joint commissioning with business of employment and skills programmes in priority sectors and in dialogue with Government and partners. We will seek to secure additional investment and enhance existing successful schemes to reach more learners and businesses. We want to work with education and skills providers as well as businesses as a collaborator and facilitator to build on the talent pool that exists and to attract the best to Cheshire East.

15. BIBLIOGRAPHY AND REFERENCES

Cheshire East Council

Working for a brighter future together

Environment and Regeneration Overview and Scrutiny

Date of Meeting: 17 June 2019

Report Title: Revised Statement of Gambling Principles

Portfolio Holder: Cllr Mick Warren - Communities

Senior Officer: Frank Jordan, Executive Director - Place

1. Report Summary

1.1. The Gambling Act 2005 requires local authorities to prepare and publish a statement of the principles that they propose to apply when exercising their functions under the Act during the three year period to which the statement applies.

1.2. The Council is required to review its existing statement of principles and publish a revised version. In preparing a revised statement the Council must undertake a consultation exercise with stakeholders identified within the Gambling Act 2005.

2. Recommendation/s

2.1. That Environment and Regeneration Overview and Scrutiny Committee considers the revised Statement of Gambling Principles (appendix 1) and make recommendations to Cabinet as appropriate.

3. Reasons for Recommendation/s

3.1. The Statement of Gambling Principles is the policy document used by the Licensing Authority when making decisions under the Gambling Act 2005. It forms part of the Council's Budgetary and Policy Framework.

3.2. The Council is required to adopt a Statement of Gambling Principles in accordance with section 349 of the Gambling Act 2005.

4. Other Options Considered

4.1. No other options have been considered. The Council is required by section 349 of the Gambling Act 2005 to adopt a Statement of Gambling Principles. The route for adopting this document is set out both in legislation and by virtue of the requirements in the Council's Constitution.

5. Background

5.1. See attached draft Cabinet report

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. See attached draft Cabinet report

6.2. Finance Implications

6.2.1. See attached draft Cabinet report

6.3. Policy Implications

6.3.1. See attached draft Cabinet report

6.4. Equality Implications

6.4.1. See attached draft Cabinet report

6.5. Human Resources Implications

6.5.1. See attached draft Cabinet report

6.6. Risk Management Implications

6.6.1. See attached draft Cabinet report

6.7. Rural Communities Implications

6.7.1. See attached draft Cabinet report

6.8. Implications for Children & Young People

6.8.1. See attached draft Cabinet report

6.9. **Public Health Implications**

6.9.1. See attached draft Cabinet report

7. Ward Members Affected

7.1. The Statement of Gambling Principles is a Borough wide policy and therefore has the potential to impact on all wards.

8. Consultation & Engagement

8.1. See attached draft Cabinet report

9. Access to Information

9.1. The changes made to the Statement during the revision have been logged and are attached at appendix 2 for ease of reference.

10. Contact Information

10.1. Any questions relating to this report should be directed to the following officer:

Name: Kim Evans

Job Title: Licensing Team Leader

Email: kim.evans@cheshireeast.gov.uk

Cheshire East Council

Statement of Gambling Principles

Gambling Act 2005

2019 to 2022

Contents

Appendices

Appendices 1 - 5 are included to provide further information to those interested in these matters. As the information contained within these appendices are subject to change by Central Government, they are not to be considered a part of the Statement of Principles required by section 349 of the Act. They will be subject to reasonable amendment to ensure that they remain accurate and correctly reflect the appropriate entitlements. Any amendment of this nature will not be considered a review of the Statement. As such the requirements for consultation will not apply.

1 Introduction

1.1 This Statement of Gambling Principles is published by Cheshire East Council, as the Licensing Authority, in accordance with Section 349 of the Gambling Act 2005. The Act requires the Licensing Authority to prepare and publish a Statement of Principles which sets out the policies that the Licensing Authority will generally apply to promote the Licensing Objectives when making decisions on applications made under the Act.

1.2 The Licensing Authority has produced this Statement of Principles in accordance with the provisions of the Act and having regard to the provision of the Guidance issued by the Gambling Commission under Section 25 of the Act.

1.3 In exercising most of its functions under the Act, the Licensing Authority must have regard to the Licensing Objectives as set out in section 1 of the Act. The Licensing Objectives are:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
- Ensuring that gambling is conducted in a fair and open way
- Protecting children and other vulnerable persons from being harmed or exploited by gambling

1.4 As required by the Gambling Act 2005, the draft Statement of Principles was subject to formal consultation with:

- Cheshire Constabulary
- Representatives of those carrying on gambling businesses within the Borough of Cheshire East.
- Representatives of those persons likely to be affected by the exercise of the Licensing Authority's functions under the Act

2 General Principles

2.1 The Licensing Authority recognises the need to avoid, so far as possible, duplication of existing legislation and other regulatory regimes.

2.2 The Licensing Authority recognises that it may only consider matters within the scope of the Guidance issued by the Gambling Commission, the Act and the Codes of Practice. It is also recognised that there may be issues raised, such as the likelihood of the applicant obtaining planning permission, which are not relevant for the purposes of the Act.

2.3 Nothing in this Statement will undermine the rights of any person to make an application under the Act and have the application considered on its individual merits; or undermine the right of any person to make representations on any application or seek a review of a licence or permit where provision has been made for them to do so within the Act.

2.4 The Licensing Authority recognises that unmet demand is not a relevant consideration when considering an application for a premises licence under the Act. Each application will be considered on its merits without regard to demand.

2.5 The Licensing Authority also recognises that the location and proximity of premises to be used for gambling to other premises such as, for example, schools and premises used by vulnerable persons, may be a relevant consideration with respect to the objective of protecting children and other vulnerable persons from being harmed or exploited by gambling. The type of gambling which is to be offered will also be relevant.

2.6 Each application will be considered on its merits and the Licensing Authority will take into account any proposals by the applicant or licence holder which show how the licensing objectives may be satisfied.

2.7 In carrying out its licensing functions under the Act the Licensing Authority will aim to permit the use of premises for gambling as long as it is considered to be:

- In accordance with any relevant Codes of Practice issued by the Gambling Commission
- In accordance with any relevant Guidance issued by the Gambling Commission in accordance with this Statement of Principles, and
- Reasonably consistent with the licensing objectives

3 Gambling Prevalence and Problem Gambling

3.1 In 2010 NatCen's British Gambling Prevalence Survey showed that 73% of the population, had participated in some form of gambling in the past year with 56% of the population participating in some form of gambling other than the National Lottery.

3.2 The most popular gambling activities are:

Type	% of adult population
National Lottery	59%
National Lottery scratch cards	24%
Betting on horse races	16%
Playing slot machines	13%
Online gambling	5%
Placed bets by internet	4%
Fixed Odds Betting Terminals	4%
Gambled in a casino	4%

3.3 Men were more likely to gamble than women (75% compared with 71%). People in higher income households were more likely to gamble; 72% in the highest income households; 61% in the lowest income households. Those with higher levels of education were less likely to gamble; 61% of those with a degree gambled compared with 73% who were educated to GCSE/O level equivalent.

3.4 Gambling participation was lowest among the youngest and oldest age groups and highest among those aged 44-64.

3.5 Gambling prevalence rates were highest among those who were either married or had been married (75%), respondents who were White/White British (76%), those whose highest educational attainment was GCSEs or equivalent (76%) or had other qualifications (78%), those from lower supervisory/technical households (79%), those in paid work (78%), those with the highest personal income (79% for the 4th income quintile and 76% for the highest income quintile) and those living in the East Midlands (80%).

3.6 Two measures of problem gambling showed rates of problem gambling in the general population of 0.9% and 0.5%. A significant association was found between problem gambling and being a young male with parents who gambled. It was also associated with smoking and poor health.

3.7 The GamCare Annual Review 2016/2017 showed that 18% more clients accessed their treatment network than the previous year. Similarly, registered forum users rose by 23% based on the previous year's figures. They have significantly expanded their online treatment services and now include weekend appointments. It is unclear from their report if this increase is identifying an increase in problem gambling or an increase of existing problem gamblers now accessing help.

3.8 They also commenced a pilot project in Cheshire. This project trained Cheshire Constabulary custody staff to screen for problem gambling, understand the complexities of the issue and, where possible, to signpost to local support services.

3.9 Since the pilot project launched in three custody suites across Cheshire, 609 screening have taken place and 85 (14%) resulted in a brief intervention to minimise gambling-related harm. Of those 17 (20%) have been referred into more structured counselling treatment with local providers.

3.10 When gambling becomes a problem it can have devastating repercussions on a person's everyday life and functioning. For many clients who access GamCare's services (eg counselling) this may mean the breakdown or near breakdown of their relationships, damage to their physical and psychological health and substantial financial loss and debt. It should be acknowledged that the harm caused by problem gambling extends beyond the problem gambler themselves to include their family and friends. And can disproportionally affect the most vulnerable in society.

4 Cheshire East Area Profile

4.1 Cheshire East's administrative area contains the industrial town of Crewe, the old mill towns of Macclesfield, Bollington and Congleton, the market towns of Alsager, Nantwich, Knutsford and Sandbach, the salt town of Middlewich, the town of Wilmslow as well as the smaller settlements of Holmes Chapel and Poynton.

4.2 A full profile of the Borough is set out at Appendix 1.

4.3 As the persons most at risk from problem gambling are white, young males from a low income background this is most likely to affect the residents of Crewe and to a lesser extent Macclesfield. These are also the areas that already have the highest numbers of licensed gambling premises. It will therefore be incumbent upon applicants to demonstrate that they will take appropriate steps to follow the Gambling Commission's relevant Codes of Conduct and the Council's Statement of Gambling Principles to ensure that none is exploited or harmed by gambling.

5 The Gambling Act 2005

5.1 Gambling is defined in the Act as either gaming, betting, or taking part in a lottery.

- Gaming means playing a game of chance for a prize
- Betting means making or accepting a bet on the outcome of a race, competition, or any other event ; the likelihood of anything occurring or not occurring; or whether anything is true or not
- A lottery is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance

5.2 The Act provides for three categories of licence:

- Operating licences
- Personal licences
- Premises licences

5.3 In accordance with the Act, the Gambling Commission has responsibility for issuing operating and personal licenses and the Licensing Authority is responsible for issuing premises licenses.

5.4 The main functions of the Licensing Authority, and the functions subject to this Statement, are:

- Licence premises for gambling activities
- Grant permits for gambling and gaming machines in clubs
- Regulate gaming and gaming machines in alcohol licensed premises
- Grant permits to family entertainment centres for the use of certain lower stake gaming machines
- Grant permits for prize gaming
- Consider notices given for the temporary use of premises for gaming
- Consider occasional use notices for betting at tracks
- Register small societies lotteries

5.5 It should be noted that:

- Spread betting is regulated by The Financial Services Authority
- Remote (on-line) gambling is dealt with by the Gambling Commission
- The National Lottery is regulated by The National Lottery Commission (which merged with the Gambling Commission in October 2013)

5.6 This Statement of Principles relates to all those licensable premises, notices, permits and registrations identified as falling within the provisions of the Act, namely:

- Casinos
- Bingo Premises
- Betting Premises
- Tracks
- Adult Gaming Centres
- Family Entertainment Centres

- Club Gaming and Club Machine Permits
- Prize Gaming and Prize Gaming Permits
- Temporary and Occasional Use Notices
- Registration of small society lotteries

5.7 The Categories of Gaming Machine Regulations 2007 (as amended) define four classes of gaming machine, categories A, B, C and D, with category B divided into a further 5 sub-categories. A full list of the categories of Gaming Machine, together with the current maximum stakes and prizes, is set out in Appendix 2.

5.8 A breakdown of automatic entitlements in gambling premises is set out appendix 3 and a break down of automatic entitlements in alcohol licensed premises is set out at appendix 4.

6 Responsible Authorities

6.1 A Responsible Authority may make representations about an application for a premises licence or may request a review of a premises licence. Sections 157 and 349 of the Gambling Act 2005 set out those bodies classified as Responsible Authorities in terms of the Act.

6.2 The Licensing Authority will apply the following principles when designating, in writing, a body which is competent to advise the authority about the protection of children from harm:

- the need for the body to be responsible for an area covering the whole of the licensing authority's area
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group etc

6.3 Therefore the Licensing Authority will continue to designate the Cheshire East Local Safeguarding Children Board for the purpose of advising it on the protection of children from harm.

6.4 Section 211(4) of the Act provides that in relation to a vessel, but to no other premises, responsible authorities should also include navigation authorities within the meaning of section 221(1) of the Water Resources Act 1991 that have statutory functions in relation to the waters where the vessel is usually moored or berthed or any waters where it is proposed to be navigated at a time when it is used for licensable activities. These would include:

- The Environment Agency
- The British Waterways Board
- The Secretary of State acting through the Maritime and Coastguard Agency

6.5 The contact details of all the Responsible Bodies under the Gambling Act 2005 will be available on the Licensing Authorities website.

7 Interested Parties

7.1 In addition to Responsible Authorities, 'Interested Parties' can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in Section 158 of the Gambling Act 2005 as follows:

- Lives sufficiently close to the premises to be likely to be affected by the authorised activities, or
- Has business interests that might be affected by the authorised activities, or
- Represents persons in either of the two groups above

7.2 In determining whether someone lives sufficiently close to a particular premises so as to be affected the Licensing Authority will take into account, among other things:

- The size of the premises
- The nature of the premises
- The distance of the premises from the person making the representation
- The nature of the complainant
- The potential impact of the premises

7.3 In determining whether a person has a business interest which could be affected the Licensing Authority will consider, among other things:

- The size of the premises
- The catchment area of the premises, and
- Whether the person making the representation has business interests in the catchment area that might be affected

7.4 Business interests will be given a wide interpretation and could include for example partnerships, faith groups and medical practices.

7.5 Representations made on the grounds that an applicant would be in competition with an existing business or that there is allegedly no demand for additional gambling premises will not be considered to be relevant.

7.6 Trade associations, trade unions, residents' and tenants' associations will not, however, generally be viewed as interested parties unless they have a member who can be classed as one under the terms of the Gambling Act 2005 i.e. lives sufficiently close to the premises to be likely to be affected by the authorised activities.

7.7 Representatives of Interested Parties may include MPs, Ward Councillors and Parish Councillors. Residents' and tenants' associations, trade unions and trade associations may also represent interested parties if they have members living sufficiently close to the premises. Except in the case of Councillors or MPs representing the ward or wards likely to be affected, when written evidence will be required that a person or body represents an interested party.

7.8 If individuals approach Ward Councillors or Parish Councillors, care should be taken that the Councillor is not a member of the Licensing Committee or Licensing Act Sub-Committee, which will deal with the application, nor has an interest which would prevent them from addressing the Committee or Sub-Committee. If there is any doubt, advice should be sought from the Legal Team or Licensing Team.

7.9 Details of those persons making representations will be made available to applicants and, in the event of a hearing being held, will form part of a public document (including publication on the Council's website).

8 Premises Licences

8.1 Premises can be 'any place' but the Act prevents more than one premises licence applying to any one place. A single building could be subject to more than one premises licence provided they are for different parts of the building and those parts can be genuinely regarded as being different 'premises'.

8.2 There are particular requirements for entrances and exits from parts of a building covered by one or more licences to be separate and identifiable so that the separation of the premises is not compromised and that people are not allowed to 'drift' accidentally into a gambling area. The Gambling Act 2005 (Mandatory and Default Conditions) Regulations 2007 set out the access provisions for each type of premises.

8.3 A licence to use premises for gambling will normally be issued only in relation to premises that are ready to be used for gambling. Where premises have not yet been constructed, an applicant may apply for a provisional statement – See Section 20.

8.4 An application for a premises licence may only be made by persons who have a right to occupy the premises.

8.5 Except in the case of a betting track premises licence, an application for a premises licence can only be made by a person who either holds an operating licence authorising him to carry on the activity in respect of which a premises licence is sought, OR has made an application for an operating licence which has not yet been determined.

8.6 When considering applications for premises licences the licensing authority cannot take into consideration the expected 'demand' for facilities. It should also be noted that moral objections to gambling are not a valid reason to reject applications.

8.7 Applications for the grant, transfer or variation of a Premises Licence should be accompanied by an assessment that demonstrates how the applicant will promote all the Licensing Objectives.

8.8 Premises licences granted must be reasonably consistent with the licensing objectives as follows:

Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime

8.9 The Gambling Commission will be taking a leading role in preventing gambling from being a source of crime.

8.10 The Gambling Commission will deal with Operating Licences and Personal Licences so the Licensing Authority will not be concerned about the suitability of an applicant. If concerns arise about a person's suitability, the Licensing Authority will bring those concerns to the attention of the Commission.

8.11 The Licensing Authority will take into consideration the proposed location of gambling premises in terms of this Licensing Objective. Where an area has known high levels of organised crime, the Licensing Authority will consider carefully whether gambling premises are suitable to be located there.

8.12 Where appropriate, conditions may be attached to a premises licence requiring the provision of door supervisors. For example, if the premises cannot be adequately supervised from the counter, door supervision may be necessary.

8.13 There is a distinction between disorder and nuisance. The Licensing Authority will consider factors such as whether police assistance was required and how threatening the behaviour was to those who could see or hear it in determining that distinction. It should be noted that issues of nuisance cannot be addressed under the Act.

Ensuring that gambling is conducted in a fair and open way

8.14 The Gambling Commission does not expect Licensing Authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will either be a matter for the management of the gambling business or will relate to the suitability and actions of an individual. Both issues will be addressed by the Commission through the Operating and Personal Licensing regime.

8.15 Because betting track operators do not need an operating licence from the Commission the Licensing Authority may, in certain circumstances, require conditions to ensure that the environment in which betting takes place is suitable.

Protecting children and other vulnerable persons from being harmed or exploited by gambling

8.16 Apart from one or two limited exceptions, the intention of the Act is that children and young persons should not be allowed to gamble and should therefore be prevented from entering gambling premises which are 'adult-only' environments.

8.17 In practice, steps will generally be taken to prevent children from taking part in, or being in close proximity to, gambling. There may also be restrictions on advertising so that gambling products are not aimed at children or advertised in such a way that makes them particularly attractive to children.

8.18 The Licensing Authority will not normally grant a premises licence for premises which are located close to schools.

8.19 When considering whether to grant a premises licence or permit the Licensing Authority will consider whether any measures are necessary to protect children, such as the supervision of entrances, the segregation of gambling from areas frequented by children and the supervision of gaming machines in non-adult gambling specific premises, such as pubs, clubs, betting tracks etc.

8.20 The Act does not define the term ‘vulnerable persons’ but the Licensing Authority considers that this will include people who gamble more than they want to, people who gamble beyond their means, and people who may not be able to make informed or balanced decisions about gambling, perhaps due to a learning disability, the state of their mental health or the effects of alcohol or drugs.

8.21 Licence Holders will be expected to make information publicly available about organisations that can provide advice and support, both in relation to gambling itself and to debt e.g. GamCare, Gamblers Anonymous, National Debtline, local Citizens Advice Bureau and relevant independent advice agencies.

8.22 The Licensing Authority is aware of the general concern surrounding betting machines that permit high volumes of betting activity by individuals, for example Fixed Odds Betting Terminals (FOBTs). Applicants should consider where such betting machines are located and monitor use to ensure excessive gambling does not take place. The Licensing Authority is also aware that Central Government is considering this issue.

9 Adult Gaming Centres

9.1 The Licensing Authority will expect applicants to demonstrate that there will be sufficient measures in place to meet the Licensing Objectives, for example, to ensure that under 18 year olds do not have access to the premises.

9.2 Appropriate licence conditions may cover issues such as:

- Proof of age schemes
- CCTV Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of posters and/or information leaflets and helpline numbers/website addresses for organisations such as GamCare, Gamblers Anonymous, Gordon House Association, National Debtline and local Citizens Advice Bureau and other relevant independent advice agencies.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

10 Betting Premises (other)

10.1 The Licensing Authority must be satisfied that the primary use of the premises is to operate as a betting premises in accordance with the principles outlined in paragraph 16 of this Statement. The applicant will be expected to demonstrate that they can offer sufficient facilities for betting and, unless it does so, should not be making gaming machines available on the premises.

10.2 The Licensing Authority will take the following into account when considering the number, nature and circumstances of betting machines an operator wants to offer:

- the size of the premises
- the number of counter positions available for person-to-person transactions
- the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people

11 Betting Tracks including other sporting venues

11.1 Tracks may be subject to one or more than one premises licence, provided that each licence relates to a specified area of the track.

11.2 The Licensing Authority will expect applicants to demonstrate that there will be sufficient measures in place to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas and do not have access to adult only gaming facilities.

11.3 It should be noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

11.4 Appropriate licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

11.6 Where the applicant holds a Pool Betting Operating Licence and is going to use the entitlement to four gaming machines, if these machines are above category D, the applicant must demonstrate that they will be located in areas from which children are excluded. Children and young persons are not prohibited from playing category D gaming machines on a track.

11.7 The Licensing Authority will consider restricting the number and location of betting machines in respect of applications for track premises licences.

11.8 When considering the number, nature and circumstances of betting machines an operator wants to offer, the Licensing Authority will take into account:

- the size of the premises
- the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people

11.9 The Licensing Authority will normally attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public. For example, the rules could be printed in the race-card or made available in leaflet form from the track office.

12 Bingo Premises

12.1 It is important that, if children are allowed to enter premises licensed for bingo, they do not participate in gambling, other than on category D machines.

12.2 Where category C or above machines are available in premises to which children are admitted the Licensing Authority will expect applicants to demonstrate that there will be sufficient measures in place to ensure that:

- all such machines are located in an area of the premises separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance
- only adults are admitted to the area where the machines are located
- access to the area where the machines are located is supervised
- the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder
- at the entrance to, and inside any such area, there are prominently displayed notices indicating that access to the area is prohibited to persons under 18

12.3 The Licensing Authority will take account of any guidance issued by the Gambling Commission about the particular issues which should be taken into account in relation to the suitability and layout of bingo premises and appropriate conditions will be attached to the premises licence.

13 Casinos

13.1 This Licensing Authority has not passed a ‘no casino’ resolution under Section 166 of the Gambling Act 2005 but is aware that it has the power to do so. Should the Council decide in the future to pass such a resolution, this Statement of Principles will be updated. Any such decision must be made by the full Council.

13.2 This Licensing Authority is not currently able to issue premises licences for casinos. Should the Government propose that more casinos can be licensed in the future, the Licensing Authority will review its position and this Statement of Principles will be updated.

14 (Licensed) Family Entertainment Centres

14.1 The Licensing Authority will expect applicants to demonstrate that there will be sufficient measures in place to meet the Licensing Objectives, for example, to ensure that under 18 year olds do not have access to the adult only gaming machine areas.

14.2 Appropriate licence conditions may cover issues such as:

- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare, Gamblers Anonymous, the Gordon House Association, National Debtline and local Citizens Advice Bureau.
- Measures / training for staff on how to deal with suspected truant school children on the premises

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

15 Licence Conditions

15.1 There are three types of conditions that can be attached to premises licences:

- Mandatory – Conditions prescribed in regulations made by the Secretary of State which must be attached
- Default – Conditions prescribed in regulations made by the Secretary of State which will be attached unless specifically excluded by the Licensing Authority
- Conditions attached by the Licensing Authority

15.2 Any conditions imposed by the Licensing Authority will be appropriate, proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility
- directly related to the premises and the type of licence applied for
- fairly and reasonably related to the scale and type of premises
- reasonable in all other respects

15.3 Applicants are encouraged to offer their own suggested conditions to demonstrate how the Licensing Objectives can be met.

15.4 There are conditions which the Licensing Authority cannot attach to premises licences which are:

- any condition which makes it impossible to comply with an operating licence condition
- conditions relating to gaming machine categories, numbers, or method of operation
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs)
- conditions in relation to stakes, fees, winnings or prizes

15.5 Where a condition is attached to a premises licence requiring door supervisors, the Licensing Authority will normally require those door supervisors to be Security Industry Authority (SIA) registered.

15.6 Door supervisors employed in house at casinos or bingo premises are exempt from being registered by the SIA but the Licensing Authority considers that it is best practice for door supervisors working at casinos or bingo premises to have SIA training or similar. The Licensing Authority will also expect door supervisors employed at casinos or bingo premises to have a clear Disclosure and Barring check over the previous three years prior to their employment at the casino or bingo premises.

16 Primary Gambling Activity

16.1 The primary activity of each premises licence type is specified on the premises licence when it is issued. Section 150 of the Gambling Act 2005 authorises the provision of gambling facilities for the following types of premises licences:

- Casino premises
- Bingo premises
- Betting premises, including tracks and premises used by betting intermediaries
- Adult gaming centre premises (for category C and D machines)
- Family entertainment centre premises (for category C and D machines) (note that, separate to this category, the Licensing Authority may issue family entertainment centre gaming machine permits, which authorise the use of category D machines only).

16.2 In betting premises the primary activity will be betting, with gaming machines as an ancillary offer on the premises. The Commission have provided information relating to the primary gambling activity. This guidance sets out the requirements on the operator to ensure that their premises operate within the terms of the Act and the relevant conditions. It should be noted that the Act does not permit a premises to be licensed for more than one gambling activity.

16.3 The Licensing Authority will take decisions in accordance with the Commission's guidance and codes of practice on primary gambling activity, and will have regard to the advice which it issues from time to time, and will expect applicants to operate premises in line with the Commissions Guidance and conditions on their operator licence. The Licensing Authority will monitor the operation of premises and report any potential breach of operating licence conditions to the Commission. Applications for new premises licences, or to vary an existing licence, will be expected to be clear that the premises are intended to be used for the primary gambling activity proposed. For example a betting (other) premises licence application that only has 4 gaming machines but no betting counter or associated betting facilities shown on the proposed plans, will not be considered as offering the primary gambling activity in accordance with that indicated on the application.

17 Buildings divided into more than one premises

17.1 The Guidance states that a building can, in principle, be divided into more than one premises, and subject to more than one premises licence provided they are for different parts of the building, and the different parts of the building can be reasonably regarded as being different premises. An example is given of the units within a shopping mall, where each unit is a separate self-contained premises that is contained within one building. It is also possible for licensed premises to be located next to each other. The Licensing Authority will follow this guidance.

17.2 Whether different parts of a building can be reasonably regarded as different premises will depend on the circumstances of the individual building and how any division is proposed. To agree to accept applications to grant or vary a licence for a building which has been divided, the Licensing Authority will need to be satisfied that the different premises are genuinely separate premises, and not an artificially created part of what is readily identifiable as a single premises.

17.3 In considering whether different areas of a building are genuinely separate premises the Licensing Authority will take into account factors which will include:

- whether there are separate registrations for business rates in place for the premises
- whether the premises are owned or operated by the same person
- whether the premises are operated independently of each other

18 Separation of premises within a single building

18.1 When considering proposals to divide a building into genuinely separate premises the Licensing Authority will also need to be satisfied that the form of separation between the premises is appropriate.

18.2 The separation between one premises and another must be clearly defined. Any barrier used to separate one premises from another must be permanent and constructed so the public cannot go from one premises to another. The Licensing Authority would not, for example, be likely to consider that separation of areas of a building by ropes, or by low level, or moveable partitions to be appropriate.

18.3 It may be acceptable for staff working in adjacent premises to have access through barriers between premises to enable them access one premises from the other. The applicant must demonstrate that in providing this staff access there are suitable control measures in place that will ensure the safety and security of staff and that will effectively prevent the public from using the same access point to enter the other premises.

19 Access to premises

19.1 The Gambling Act 2005 (Mandatory and Default Conditions) Regulations 2007 restrict access to different types of licensed gambling premises. In considering proposals to divide a building into different premises the Licensing Authority will have to be satisfied that proposals to divide buildings are compatible with the mandatory conditions which relate to access between premises.

19.2 The requirement and restrictions relating to access are set out in paragraph 7.26 of the Commission’s Guidance. In certain circumstances customers are restricted from accessing different types of gambling premises directly from other licensed premises.

19.3 The Guidance at paragraph 7.25 states 'There is no definition of "direct access" in the Act or regulations. However, it could be said that there should be an area separating the premises concerned (for example a street or café), which the public go to for purposes other than gambling, for there to be shown to be no direct access.'

19.4 It is the Licensing Authority's opinion that any area which separates licensed premises, and from which those premises can be accessed, must be genuinely separate premises which are habitually and actually used by members of the public other than those using the licensed premises.

19.5 The Licensing Authority does not consider that provisions which prohibit direct access between licensed premises are satisfied where licensed premises are separated by an area created artificially within a building principally for members of the public attending the licensed premises, irrespective of whether this area is unlicensed or provides non-gambling facilities, for example refreshments or ATMs.

19.6 Where the Licensing Authority is satisfied that a building can be divided into separate premises and properly satisfy the statutory provisions, the Licensing Authority will expect applicants to ensure that:

- Premises are configured so that children are not invited to participate in, have accidental access to, or closely observe gambling to which they are prohibited from taking part
- Entrances to and exits from parts of a building covered by one or more premises licences should be separate and identifiable so that the separation of different premises is not compromised and people do not 'drift' into a gambling area. In this context it should be possible to access the premises without going through another licensed premises or premises with a permit
- Customers should be able to participate in the activity named on the premises licence

This is not an exhaustive list and the Licensing Authority will consider other aspects based on the merits of the application.

20 Provisional Statements

20.1 An applicant may apply for a provisional statement in respect of premises expected to be constructed, altered or acquired.

20.2 Applications for provisional statements will be dealt with in a similar manner to applications for a premises licence.

20.3 Where a provisional statement is granted and an application subsequently made for a premises licence, the Licensing Authority will disregard any representations made which address matters that could have been addressed when the provisional statement was considered unless there has been a change of circumstances.

20.4 A premises licence will be granted in the same terms as the provisional statement unless

- representations are received which address matters that could not have been addressed when the provisional statement was considered
- there has been a change of circumstances
- the premises have been constructed or altered otherwise than in accordance with the plans and information included with the application for the provisional statement

21 Reviews of Licences

21.1 Requests for a review of a premises licence can be made by interested parties or responsible authorities, including the Licensing Authority. However, it is for the Licensing Authority to decide whether the review is to be carried out. This will be on the basis of whether the request for the review is relevant to the matters listed below:

- any relevant code of practice issued by the Gambling Commission
- any relevant guidance issued by the Gambling Commission
- the Licensing Objectives
- the Licensing Authority's Statement of Principles

21.2 The Licensing Authority may reject an application for review if it thinks that the grounds on which the review is sought:

- are not relevant to the relevant code of practice or guidance issued by the Gambling Commission, the Licensing Objectives or the Licensing Authority's Statement of Principles
- are frivolous
- are vexatious
- 'will certainly not' cause the Licensing Authority to revoke or suspend the licence or to remove, amend or attach conditions on the premises licence
- are substantially the same as grounds cited in a previous application relating to the same premises (the Licensing Authority will consider the length of time that has passed since the earlier application in deciding whether this is a reasonable reason to reject the review application)
- are substantially the same as representations made at the time the application for the premises licence was considered. While the licensing authority will consider the length of time that has passed since the representations were made, it will not normally review a licence on the basis of the same arguments considered on the grant of the premises licence

21.3 General objections to gambling as an activity are not likely to be considered relevant reasons for a review. Other examples of irrelevant considerations include demand for gambling premises, issues relating to planning, public safety and traffic congestion.

21.4 The Licensing Authority itself, as a responsible authority can initiate a review of a particular premises licence, or any particular class of premises licence, for any reason which it thinks is appropriate. This includes reviewing a premises licence on the grounds that a premises licence holder has not provided facilities for gambling at the premises. This is to prevent people from applying for licences in a speculative manner without intending to use them, or to ensure that the principle of primary use is applied.

21.5 The Licensing Authority may review any matter connected with the use made of a particular premises if it has reason to believe that the premises licence conditions are not being observed, or for any other reason which gives it cause to believe a review may be appropriate.

21.6 A responsible authority or interested party may apply to the Licensing Authority to review a premises licence. Such reviews can be made in relation to, amongst other things:

- if there are repeated incidents of crime and disorder associated with the premises or the gambling activity which the premises operator has failed to adequately address
- where incidents that have adversely affected one or more Licensing Objectives have occurred at a premises that could have been prevented if advice and guidance from a responsible authority had been heeded
- if the premises due to the activities being undertaken is either attracting children or people likely to be involved in crime and disorder

21.7 As a review of a premises licence can lead to its revocation the Licensing Authority will consider whether informal actions to ensure timely or immediate compliance have been exhausted prior to an application being made. The Licensing Authority accepts that an application for review may be appropriate without informal measures being taken, but will seek to establish that all options have been considered in determining review applications.

22 Permits

22.1 Permits regulate gambling and the use of gaming machines in a premises which does not hold a premises licence. They are required when a premises provides gambling facilities but either the stakes are very low or gambling is not the main function of the premises.

22.2 The Licensing Authority is responsible for issuing the following permits:

- alcohol licensed premises gaming machine permits
- club gaming permits and club machine permit
- prize gaming permits
- unlicensed family entertainment centre gaming machine permits

22.3 The Licensing Authority can only grant or reject an application for a permit and cannot attach conditions. Therefore, the Licensing Authority will consider a number of factors before determining an application for a permit to ensure that the permit holder and the premises are suitable for the proposed gambling activities.

23 (Alcohol) Licensed Premises Gaming Machine Permits

23.1 Premises licensed to sell alcohol are automatically entitled to have 2 gaming machines of categories C or D provided that:

- the requisite notice has been served on the Licensing Authority
- the appropriate fee has been paid

- any code of practice relating to the location and operation of gaming machines is complied with

23.2 The Licensing Authority can remove the automatic authorisation if:

- provision of the machines is not reasonably consistent with the pursuit of the Licensing Objectives
- gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the Licensing Authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with)
- the premises are mainly used for gaming
- an offence under the Gambling Act has been committed on the premises

23.3 If a licensed premises wishes to have more than 2 machines, then a permit is required.

23.4 The Licensing Authority must take account of the Licensing Objectives and any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005 when considering an application for a permit. The Licensing Authority may also consider such matters as it thinks are relevant. Such matters will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from being harmed or exploited by gambling.

23.5 The Licensing Authority will expect the applicant to demonstrate that there will be sufficient measures to ensure that children and young people do not have access to the adult only gaming machines. Such measures may include notices and signage, adult machines being in sight of the bar or in sight of staff that will monitor that the machines are not being used by those under 18. As regards the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets/helpline numbers for organisations such as GamCare, Gamblers Anonymous, the Gordon House Association, National Debtline, local Citizens Advice Bureau, and any other relevant and independent advice agencies.

23.6 It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.

23.7 The Licensing Authority may decide to grant an application with a smaller number of machines and/or a different category of machines than that applied for. No other conditions can be attached to the permit.

23.8 The holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machines.

24 Club Gaming and Club Machines Permits

24.1 Members clubs and Miners' welfare institutes (but not commercial clubs) may apply for a club gaming permit or a club machine permit. Commercial clubs may apply for a club machine permit. The club gaming permit will enable the premises to provide gaming machines (three machines of categories B, C or D), equal chance gaming, and games of chance as set out in regulations. A club machine permit will enable the premises to provide gaming machines (three machines of categories B4, C or D).

24.2 A club must meet the following criteria to be considered a members' club:

- It must have at least 25 members
- It must be established and conducted wholly or mainly for purposes other than gaming (unless the gaming is permitted by separate regulations)
- It must be permanent in nature
- It must not be established to make a commercial profit
- It must be controlled by its members equally

Examples of these include working men's clubs, branches of the Royal British Legion and clubs with political affiliations.

24.3 The Licensing Authority may only refuse an application on the grounds that:

- the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied
- the applicant's premises are used wholly or mainly by children and/or young persons
- an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities
- a permit held by the applicant has been cancelled in the previous ten years
- an objection has been lodged by the Gambling Commission or the Police

24.4 There is also a 'fast-track' procedure available under the Act for premises which hold a club premises certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). Under the fast-track procedure there is no opportunity for objections to be made by the Gambling Commission or the Police, and the grounds upon which a Licensing Authority can refuse a permit are reduced. The grounds on which an application under this process may be refused are:

- that the club is established primarily for gaming, other than gaming prescribed under schedule 12
- that in addition to the prescribed gaming, the applicant provides facilities for other gaming
- that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled

24.5 There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

25 Prize Gaming Permits

25.1 Gaming is prize gaming if the prize is not affected by the number of people playing or the amount paid for or raised by the gaming. Prize gaming may take place without a permit in various premises. These are casinos, bingo halls, adult gaming centres, licensed and unlicensed family entertainment centres and travelling fairs.

25.2 In exercising its functions in respect of prize gaming permits, the Licensing Authority need not, but may, have regard to the Licensing Objectives and must have regard to any guidance issued by the Gambling Commission.

25.3 It should be noted that there are conditions in the Act with which the permit holder must comply, but that the Licensing Authority cannot attach conditions. The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day
- the game must be played and completed on the day the chances are allocated and the result of the game must be made public in the premises on the day that it is played
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize)
- participation in the gaming must not entitle the player to take part in any other gambling

25.4 The Licensing Authority cannot attach any other conditions to this type of permit.

25.5 During the application process, the applicant will be expected to set out the types of gaming that they are intending to offer and will also be expected to demonstrate:

- an understanding of the limits to stakes and prizes set out in regulations
- That the gaming offered is within the law
- Clear policies that outline the steps to be taken to protect children from harm

25.6 The Licensing Authority will only grant a permit after consultation with the Chief Officer of Police. This will enable the Licensing Authority to determine the suitability of the applicant in terms of any convictions that they may have that would make them unsuitable to operate prize gaming, the suitability of the premises in relation to their location, and issues about disorder.

25.7 Given that the prize gaming will particularly appeal to children and young persons, the licensing authority will give weight to child protection issues.

26 Unlicensed Family Entertainment Centre (uFEC) Gaming Machine Permits

26.1 Where Category D gaming machines are to be provided at premises which do not have a premises licence but will be wholly or mainly used for making Category D gaming machines available for use, an application may be made for a permit.

26.2 A uFEC can form a part of larger premises provided it is separate and identifiable.

26.3 In exercising its functions in respect of uFEC permits, the Licensing Authority need not, but may have regard to the licensing objectives and must have regard to any guidance issued by the Gambling Commission.

26.4 The Licensing Authority cannot attach conditions to this type of permit but will consider the following matters in determining the suitability of an applicant for a permit.

26.5 Applicants will be expected to show that there are policies and procedures in place to protect children from harm. These may include appropriate measures and training for staff in dealing with:

- Suspected truant school children on the premises
- Unsupervised young children on the premises
- Children causing problems on or around the premises

26.6 Applicants will be expected to demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in uFECs and that staff are trained to have a full understanding of the maximum stakes and prizes.

26.7 Applicants will be required to demonstrate that they have no relevant convictions as set out in Schedule 7 of the Act.

26.8 The Licensing Authority will not normally grant a uFEC permit for premises that are located close to schools.

27 Temporary Use Notices

27.1 Temporary Use Notices allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for gambling would include hotels, conference centres and sporting venues.

27.2 The Licensing Authority can only grant a Temporary Use Notice to a person or a company holding a relevant operating licence.

27.3 Currently, Temporary Use Notices can only be used to permit the provision of facilities for equal chance gaming, where the gaming is intended to produce a single overall winner.

27.4 The Licensing Authority will object to temporary use notices where it appears that they are being used to permit regular gambling in a set of premises.

27.5 A set of premises may not be the subject of temporary use notices for more than 21 days within a 12 month period.

27.6 In determining whether a place falls within the definition of a ‘set of premises’ the Licensing Authority will take into consideration ownership/occupation and control of the premises. For example, a large exhibition centre will normally be regarded as one set of premises and will not be allowed separate temporary use notices for each of its exhibition halls. Individual units in a shopping centre may be regarded as different sets of premises if they are occupied and controlled by different people.

28 Occasional Use Notices

28.1 The Licensing Authority has little discretion but to accept occasional use notice at ‘tracks’. However the Licensing Authority must ensure that the statutory limit of 8 days in a calendar year is not exceeded. The Licensing Authority will, however, consider the definition of a ‘track’. The applicant will also need to demonstrate that they are responsible for the administration of the ‘track’ or is an occupier, and therefore permitted to make use of the notice. It should be noted that the definition of track in the Act is wider than dog tracks or horse racecourses and includes places where races or other sporting events take place. This could include major halls, hotels and other venues in Cheshire East. If notices are given for a single track which would permit betting to occur for more than 8 days per year the Licensing Authority has an obligation to issue a counter notice preventing such a breach occurring.

28.2 Where betting takes place on a track on eight days or less in a calendar year, betting may be permitted by an occasional use notice without the need for a full premises licence.

28.3 A track includes a horse racing course, a dog track or any other premises on any part of which a race or other sporting event takes place or is intended to take place. This could include, for example, agricultural land upon which a point-to-point meeting takes place. The track need not be a permanent fixture. Those giving occasional use notices will be expected to demonstrate that the premises fall within the definition of a track.

29 Travelling Fairs

29.1 The Act defines a travelling fair as ‘wholly or principally’ providing amusements and they must be on a site that has been used for fairs for no more than 27 days per calendar year. Travelling fairs do not require a permit to provide gaming machines but must comply with legal requirements about the way the machines are operated.

29.2 It will fall to the Licensing Authority to decide whether, where category D machines and/ or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.

29.3 The Licensing Authority will also consider whether the applicant falls within the statutory definition of a travelling fair. The Licensing Authority notes the 27 day statutory maximum for the land being used as a fair each calendar year applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. The Licensing Authority will monitor any travelling fairs that take place in Cheshire East that offer gambling as an ancillary use to the fair through liaison with the Event Safety Advisory Group. The Licensing Authority will ensure that the 27 day statutory maximum for the land being used is not breached. The Licensing Authority will advise travelling fair operators if requested of the statutory time period remaining for the land they intend to use.

30 Small Society Lotteries

30.1 The Licensing Authority is responsible for the registration of small society lotteries.

30.2 A society is a non-commercial organisation established and conducted:

- for charitable proposes
- for the purpose of enabling participation in, or of supporting sport, athletics or a cultural activity
- for any other non-commercial purpose other than that of private gain and the proceeds of any lottery must be devoted to those purposes

30.3 The total value of tickets to be put on sale per single lottery must be £20,000 or less or the aggregate value of tickets to be put on sale for all lotteries in a calendar year must not exceed £250,000. If either of these values is exceeded, the society will need to be licensed by the Gambling Commission to operate large lotteries.

30.4 Applications for registration must be made in accordance with the Small Society Lotteries (Registration of Non-Commercial Societies) Regulations 2007.

30.5 An application may be refused on the following grounds:

- An operating licence held by the applicant for registration has been revoked or an application for an operating licence by the applicant for registration has been refused within the past 5 years
- The applicant is not a non-commercial society
- A person who will or may be connected with the promotion of the lottery has been convicted of a relevant offence
- Information provided in or with the application for registration is found to be false or misleading

30.6 Registrations run for an unlimited period, unless the registration is cancelled or revoked.

30.7 The limits placed on small society lotteries are as follows:

- At least 20% of the lottery proceeds must be applied to the purposes of the society
- No single prize may be worth more than £25,000
- Rollovers between lotteries are only permitted where every lottery affected is also a small society lottery promoted by the same society and the maximum single prize is £25,000
- Every ticket in the lottery must cost the same and the society must take payment for the ticket before entry into the draw is allowed

30.8 No later than three months after each lottery draw, returns must be sent to the Licensing Authority containing the following information:

- The arrangements for the lottery
- The total proceeds of the lottery
- The amounts deducted for prizes
- The amounts deducted for expenses

- The amount applied to the purposes of the society
- Whether any expenses incurred in connection with the lottery were not paid for by deduction from the proceeds and, if so, the amount of such expenses and the sources from which they were paid

31 Exchange of Information

31.1 The Licensing Authority will act in accordance with the provisions of Section 350 of the Act in its exchange of information with the Gambling Commission. The Licensing Authority will also have regard to Guidance issued by the Gambling Commission to Local Authorities on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Act.

3.1.2 The Council will at all times ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018. However, information will be shared with anyone provided there is a lawful basis to do so. This may include the sharing of personal and/or special category data.

32 Enforcement

32.1 The Licensing Authority will operate within the principles of natural justice and take into account the Human Rights Act 1998. It will have regard to Commission Guidance and will endeavour to avoid unnecessary duplication with other regulatory regimes as far as possible and to be:

- Proportionate: only intervening when necessary and remedies will be appropriate to the risk posed, and costs identified and minimised
- Accountable: able to justify its decisions, and be subject to public scrutiny
- Consistent: implementing rules and standards fairly in a joined-up way
- Transparent: open, and keep conditions placed on premises licences simple and user friendly
- Targeted: focusing on the problems, and aiming to minimise the side effects

32.2 The main enforcement and compliance role for the Licensing Authority is to ensure compliance with the premises licences and other permissions which it grants itself. The Gambling Commission will be the enforcement body for operating licences and personal licences. Similarly, concerns about manufacture, supply or repair of gaming machines will not be dealt with by the Licensing Authority, but the Licensing Authority will be alert to the way premises are operated and will notify the Gambling Commission if it becomes aware of matters of concern in the operation of the premises.

32.3 The Licensing Authority will comply with the Enforcement Policy approved by the Council. This Policy includes provisions for licensing offences and is available on the Council’s website.

33 Scheme of Delegation

33.1 The Licensing Committee has delegated certain decisions and functions and has established a Sub-Committee to deal with them.

33.2 Many of the decisions and functions will be purely administrative in nature and the grant of non-contentious applications, including for example those licences and permits where no representations have been made, will be delegated to Licensing Authority Officers. The table shown at Appendix 5 sets out the agreed delegation of decisions and functions to the Licensing Committee, Sub-Committee and Officers. This form of delegation is without prejudice to Officers referring an application to a Sub-Committee or Full Committee if considered appropriate in the circumstances of any particular case.

34 Definitions of Gambling Activities

Adult Gaming Centres
Adult gaming centres (AGCs) are a category of gambling premises contained within the Act. Persons operating an AGC must hold a gaming machines general operating licence from the Commission and must seek a premises licence from the licensing authority. The holder of an adult gaming centre premises licence may make available for use up to four category B3 or B4 machines, any number of category C or D machines.

Amusement arcades
These are not referred to as such in the Act. See Adult Gaming Centres and licensed and unlicensed family entertainment centres.

Betting
Betting means making or accepting a bet on the outcome of a race, competition, or any other event; the likelihood of anything occurring or not occurring; or whether anything is true or not true.

Bingo
Bingo has no statutory definition in the Act. It has its ordinary and natural meaning. The distinction between cash bingo, where cash prizes are derived from the stakes, and prize bingo, where prizes were not directly related to the stakes paid, under the previous legislation has been removed for commercial operators, and the holder of a bingo operating licence will be able to offer any type of bingo game, whether cash or prize. That means that premises with a bingo premises licence, or a casino premises licence (where the operator holds a bingo as well as a casino operating licence), will be able to offer bingo in all its forms. So too will alcohol-licensed premises, club and miners' welfare institutes (up to a total weekly prize value of less than £2,000).
Prize bingo is traditionally played in arcades, or travelling funfairs. For these operators, prize bingo is subsumed within the allowances for prize gaming in the Act. This means that adult gaming centres, both licensed and unlicensed family entertainment centres, travelling fairs, and any premises with a prize gaming permit will be able to offer prize gaming, which includes prize bingo. There will be Government Regulations issued setting the prize limits.

Casino
'An arrangement' whereby people can participate in one or more casino games.

Casino Games
Games of chance not being equal chance gaming ie games in which players stake against a 'bank'.

Equal chance gaming

This is a game where the chances of winning are equally favourable to all participants, and which does not involve playing or staking against a “bank”. It is immaterial how the ‘bank’ is described and whether or not it is controlled by a player.

Exempt activities
Private betting is betting which takes place between inhabitants of the same premises or between employees of the same employer.
Private gaming (which is gaming that takes place in private dwellings and on domestic occasions) is exempt from licensing or registration providing that no charge is made for participating; only equal chance gaming takes place; and it does not occur in a place to which the public have access.
Non commercial Gambling is when no part of the proceeds/profits will be for private gain. The proceeds/profits are the sums raised by the organisers, for example, by way of fees for entrance or participation, or by way of stakes, minus an amount deducted by the organiser in respect of costs reasonably incurred in organising the event including the provision of a prize. The following conditions would also have to apply:

- The profits will be for a purpose other than that for private gain;
- The players are informed that the purpose of the gaming is to raise money for a specified purpose other than that of private gain;
- The event must NOT take place in premises which either have a premises licence or on premises relying on a temporary use notice under the new act;
- The gaming must not be remote.

Any Regulations made by the Secretary of State will need to be complied with and will include for example regulations limiting the amounts staked and limiting participation fees. If the profits from the activity used for a purpose other than that which was specified, an offence would be committed.

Gambling
Gambling is defined as either gaming, betting or participating in a lottery.

Games of chance
Includes games that involve elements of both chance and skill. This includes games in which skill can eliminate an element of chance and includes games that are presented as involving an element of chance. It does not include a sport. Playing a game of chance need not involve other participants.

Gaming
Gaming means playing a game of chance for a prize

Gaming machines – Categories
The table at appendix 2 sets out the different categories with the maximum stakes and prizes that apply.

Gaming Machines by Premises Type
The table at appendix 3 sets out the different automatic entitlements at each type of premises.

Fixed Odds Betting Terminals
Fixed odds betting terminals (FOBTs) are electronic machines, sited in betting shops, which contain a variety of games, including roulette. Each machine accepts bets for

amounts up to a pre-set maximum and pays out according to fixed odds on the simulated outcomes of games.

The Act classifies FOBTs as B2 gaming machines. Up to four machines can be sited on betting premises. The maximum stake on a single bet is £100, the maximum prize is £500.

Licensed Family Entertainment Centres
These premises require operating licences from the Gambling Commission. They will be able to offer gaming machines in categories C and D. Gaming machines are a form of gambling which is attractive to children and Licensed Family Entertainment Centres may contain machines of the Category D machines on which they are allowed to play as well as category C which they are not permitted to play on.

Lottery
A lottery is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance.

Operating Licence
The Act requires that individuals or companies who intend to provide facilities for certain types of gambling must obtain an operating licence from the Gambling Commission. In general, these licences cover the principal commercial forms of gambling operation. Operating licences may be issued for the following forms of gambling:

- A casino operating licence
- A bingo operating licence
- A general betting operating licence
- A pool betting operating licence
- A betting intermediary operating licence
- A gaming machine general operating licence (for an adult gaming centre)
- A gaming machine general operating licence (for a family entertainment centre)
- A gaming machine technical operating licence (to manufacture, supply, install, adapt, maintain or repair a gaming machine or part of a gaming machine)
- A gambling software operating licence (to manufacture, supply, install or adapt gambling software)
- A lottery operating licence

Premises Licence
A premises licence issued by a Licensing Authority authorises the provision of facilities on casino premises, bingo premises, betting premises, including tracks, adult gaming centres and family entertainment centres.

Track
A horse-race course, dog track or other premises on any part of which a race or other sporting event takes place or is intended to take place.

Unlicensed Family Entertainment Centres
These premises can provide category D machines providing prizes of up to £5 cash or £8 in goods. Stakes are limited to 10p (or 30p for a goods prize). They can also offer prize bingo.

35 Glossary of Terms

Act:	The Gambling Act 2005
Adult:	Means an individual who is not a child or young person
Applications:	Applications for licences and permits as defined separately in this Policy and the Guidance.
Borough:	The area of Cheshire administered by Cheshire East Borough Council
Child and Young Person:	The Act includes the definition of a child at S.45 as: Meaning of "child" and "young person" (1) In this Act "child" means an individual who is less than 16 years old (2) In the Act "young person" means an individual who is not a child but who is less than 18 years old.
Code of Practice:	Means any relevant code of practice under section 24 of the Gambling Act 2005
Council:	Cheshire East Council
Default Condition:	Means a specified condition provided by regulations to be attached to a licence, unless excluded by Cheshire East Council
GamCare:	GamCare is a leading provider of information, advice, support and free counselling for the prevention and treatment of problem gambling. GamCare is a national charity and was founded in 1997.
Guidance:	The Gambling Commission under section 25 of the Act are required to issue guidance on the manner in which local authorities are to exercise their functions under the Act, in particular, the principles to be applied by local authorities in exercising their functions under the Act.
Interested Party:	Interested parties are defined under section 158 of the Act. To accept a representation from an interested party, the council must take the view that the person: (a) lives sufficiently close to the premises to be likely to be affected by the authorised activities, (b) has business interests that might be affected by the authorised activities (c) represents persons in either of these groups. Interested parties can also be a councillor or an MP
Licensing Authority:	Cheshire East Council
Licensing	The Act contains three licensing objectives which underpin the

Objectives:	functions that the licensing authorities will perform 1. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime 2. Ensuring that gambling is conducted in a fair and open way 3. Protecting children and other vulnerable persons from being harmed or exploited by gambling
Mandatory Condition:	Means a specified condition provided by regulations to be attached to a licence
NatCen:	National Centre for Social Research. Conducted the British Gambling Prevalence Surveys of 1999, 2007 and 2010 on behalf of the Gambling Commission
Notifications:	Means notification of temporary or occasional use notices
Premises:	Any place, including a vehicle, vessel or moveable structure
Regulations:	Regulations made under the Gambling Act 2005
Representations:	In dealing with applications the Council is obliged to consider representations from two categories of person, referred to in the Act as interested parties and responsible authorities.
Responsible Authority:	Responsible authorities are public bodies that must be notified of applications and that are entitled to make representations to the Licensing Authority in relation to applications for, and in relation to, premises licences. All representations made by responsible authorities are likely to be relevant representations if they relate to the licensing objectives. Section 157 of the Act identifies the bodies that are to be treated as responsible authorities. They are: (a) a licensing authority in England and Wales in whose area the premises is wholly or partly situated (b) the Gambling Commission (c) the chief officer of police or chief constable for the area in which the premises is wholly or partially situated (d) the fire and rescue authority for the same area (e) (i) in England and Wales, the local planning authority, or (ii) in Scotland, the planning authority (f) the relevant authority as defined in section 6 of the Fire (Scotland) Act 2005 (g) an authority which has functions in relation to pollution to the environment or harm to human health (h) anybody, designated in writing by the licensing authority as competent to advise about the protection of children from harm (i) HM Revenue & Customs (j) any other person prescribed in regulations by the Secretary of

State.

Appendix 1

Cheshire East – Area Profile (spring 2015)

Introduction

Cheshire East is the third biggest unitary authority in the North West and the thirteenth largest in the country. It therefore has a wide breadth of social grades, age profiles and ranges of affluence. There is a clear link between these measures and the likelihood of a person gambling. It also needs to be acknowledged that there are clear differences between the type of person who gambles responsibly and the type who is identified as a problem gambler. This profile with therefore concentrate on the on the measures that can contribute to gambling and problem gambling.

People

Cheshire East an estimated population of 372,700[1], the population density is 3.2 residents per hectare[2], making Cheshire East less densely populated than the North West (5.0 per hectare) and England (4.1 per hectare).

Between the 2001 and 2011 Census, the median age of residents has increased from 40.6 years to 43.6 years[3]. Between the same years, the number of over 65s has increased by 11,700 residents or 26%, which is a greater increase than the North West (15%) and England & Wales (20%).

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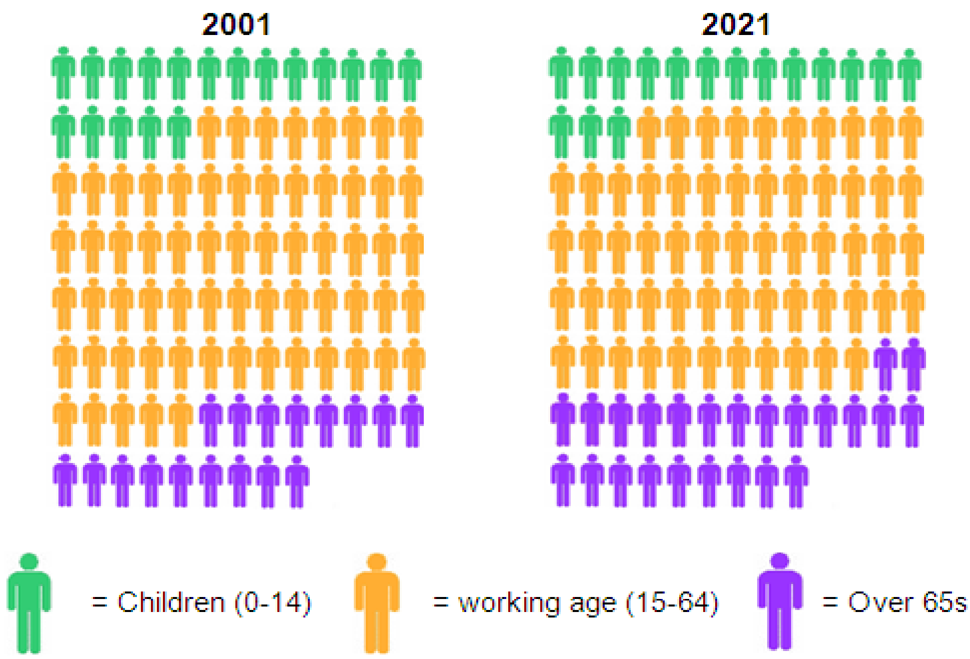
[1] 2013 Mid-year population estimates, Office for National Statistics, NOMIS, Crown Copyright
[2] 2011 Mid-year population estimates and UK Standard Area Measurements (SAM) 2011, Office for National Statistics, Crown Copyright
[3] 2001 and 2011 Census, Office for National Statistics, Crown Copyright

From 2011 to 2021 the population is expected to increase by 15,700 people (4.2%) to 385,800, a greater increase than the North West (3.7%) but less than England (7.5%)[4]. The number of children (aged 0-14) is estimated to increase by 4%, with a slight decrease (-2%) in those of working age (15-64). The number of residents over the age of 65 is expected to increase substantially by 19%, however this increase is similar to England (20% increase). Caution should be exercised when using any predictions about the future population, as they assume trends in recent years will continue into future years.

Figure 1: Proportion of residents by broad age groups – change over 20 years[5]



Economy

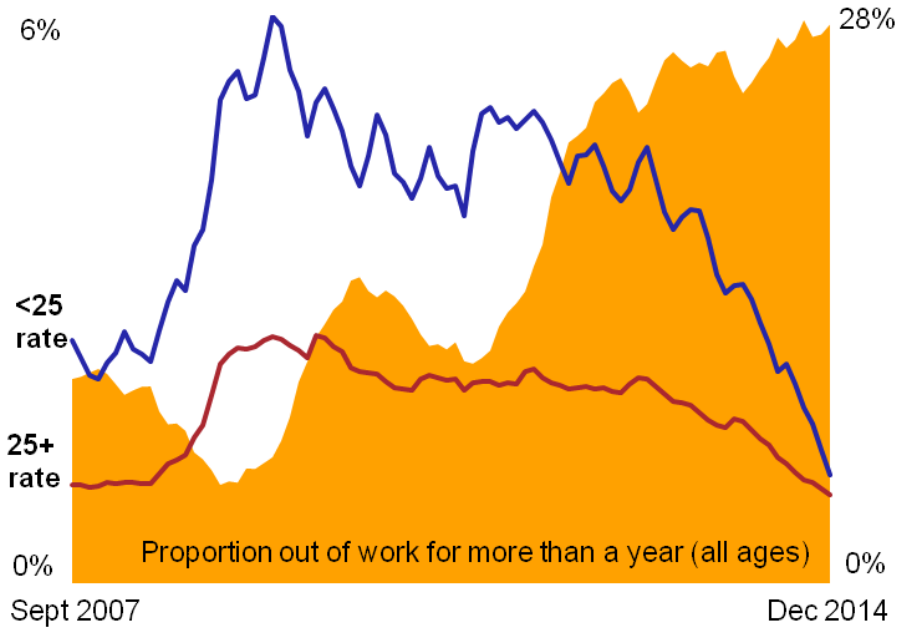
Cheshire East contains 5.1% of the North West region's working-age residents[6], but accounts for an even greater share (5.7%) of the region's employees[7]. In terms of economic output, its contribution is much greater still, at 6.9%[8].

The proportion of working age residents who are claiming job seekers allowance benefit is low (1.0%) when compared to the North West (2.0%) and England (1.9%) averages[9]. Within Cheshire East there are large disparities – from 0.1% in Adlington & Prestbury to 2.7% in West Coppenhall and Grosvenor. If all out-of-work benefits are included rather than just those actively seeking work, 7.8% of residents of working age receive an out-of-work benefit[10], ranging from 1.4% in

[4] 2012 Sub-National Population Projections, Office for National Statistics, Crown Copyright
[5] 2001 and 2011 Census, Office for National Statistics, Crown Copyright & 2012 Sub-National Population Projections, Office for National Statistics, Crown Copyright
[6] 2013 Mid-year population estimates, Office for National Statistics, Crown Copyright
[7] 2013 Business Register and Employment Survey, Office for National Statistics, Crown Copyright
[8] Regional GVA NUTS3 (1997-2013), Table 3.1, Regional Gross Value Added (Income Approach), Office for National Statistics
[9] December 2014, JSA Claimant Count, DWP and 2013 mid-year estimates, Office for National Statistics, NOMIS, Crown Copyright
[10] Out-of-work benefits, 4 quarter average July 2013 – June 2014, Department for Work and Pensions. Calculations consistent with NI 152/153

Macclesfield Town Tytherington to more than one in four residents of working age (26.5%) in East Coppenhall, Crewe.

Figure 2: Job Seekers Allowance claimants (unemployment) for young people (under 25) and others (over 25), with the proportion of people of all ages claiming for more than one year[11]



Average (median) household income levels are high (£33,000) compared to Great Britain (£28,500)[12]. However, there is a considerable range of average household income levels at ward level, from £18,800 in Crewe St Barnabas ward to £56,900 in Prestbury. Across Cheshire East there are 16 of 231 statistical areas (LSOAs)[13] which are within the top 20% of most deprived areas in England (figure 3), affecting 28,800 or 7.7% of Cheshire East's population[14]. 11 of these areas are in Crewe, with 2 in Wilmslow/Handforth, 2 in Macclesfield and 1 in Congleton. Overall, relative deprivation levels were worse in 2010 than 2007, as only 14 areas were within the top 20% of most deprived areas.

Acorn data is socio-economic data that analyses the residents and places them in classifications, depending on various factors such demographics, affluence and spending habits. There are seventeen Acorn groups, with the 'Executive Wealth' group being the largest in Cheshire East (27%) a considerably higher proportion than the UK average (12%). There are also approximately five times more residents in the 'lavish lifestyles' groups within Cheshire East compared to the UK, although this group constitutes a small proportion of all Cheshire East's residents (6%).

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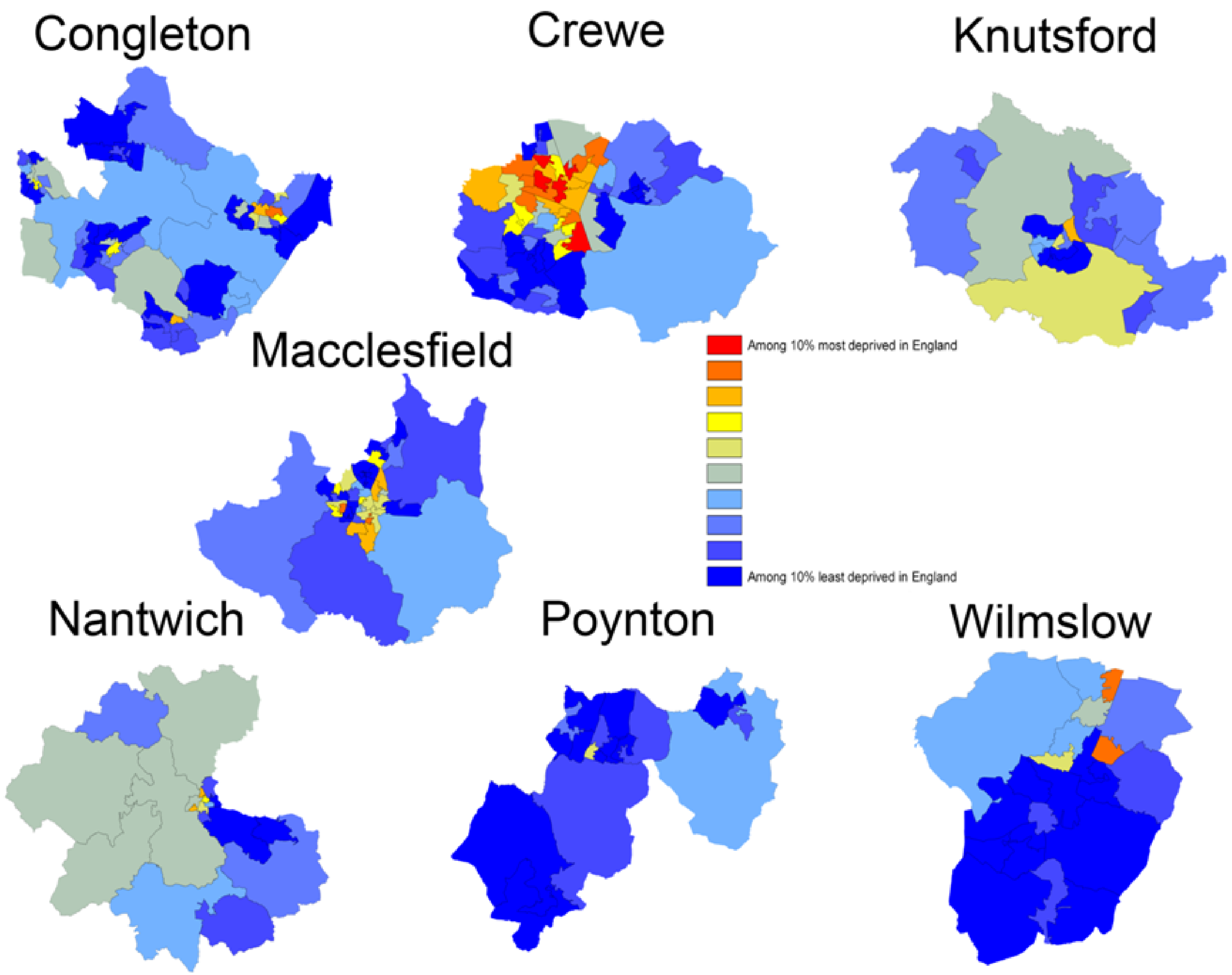
[11] December 2014, JSA Claimant Count, DWP and 2013 mid-year estimates, Office for National Statistics, NOMIS, Crown Copyright

[12] 2013/14 Paycheck, CACI Ltd. Figures are median values

[13] Lower Super Output Areas

[14] Indices of Deprivation 2007 and 2010, Department for Communities and Local Government with mid-year population estimates, 2013, Office for National Statistics

Figure 3 Deprivation by LAP, Index of Multiple Deprivation 2010



Source: IMD 2010, DCLG.

Health

In the 2011 Census, 17.5% of residents reported they had a long term problem or disability which limited their day to day activities, an increase from 16.7% in 2001[15]. In a recent survey of the Council's Citizens Panel, 74% of respondents described their general health as 'good or very good' and 5% described it as 'bad or very bad'[16].

Life expectancy (LE) in Cheshire East is higher than regional (North West) and the national (England & Wales) averages. LE at birth for females is 83.6 years, compared to 81.8 years in the North-West and 83.1 years nationally[17]. LE at birth for males is 80.4 years, compared to 78.0 in the North West and 79.4 nationally.

There is a noticeable difference within the female population of around 14 years between the lowest rates in Central & Valley (Crewe) and the highest in Macclesfield Town Tytherington[18]. For males, there is an 11 year gap between the lowest rates in Alexandra and Crewe and the highest in Wilmslow Town South West.

Figure 4: Male and Female Life Expectancy at birth[19]

Female Life Expectancy	Male Life Expectancy
Macclesfield Town Tytherington	Wilmslow Town South West
92.3	84.0
Central & Valley (Crewe)	Alexandra (Crewe)
77.9	73.4

Smoking rates are generally relatively low. An estimated 16.6% of the adult population are current smokers, which is lower than the North West (23.6%) and England (22.2%). Rates vary from 7.9% in Adlington & Prestbury to 34.3% in St Barnabas[20].

Healthy eating rates are relatively high, with an estimated 31.4% regularly consuming their '5 a day', higher than both the North-West average (26.2%) and England (28.7%).

[15] 2001 and 2011 Census, Office for National Statistics, Crown Copyright

[16] Autumn 2011 Survey, InfluenCE, Cheshire East Research and Consultation Team

[17] Life expectancy at birth and at age 65 by local areas in England and Wales, 2011-13, Office for National Statistics. National refers to the figure for England

[18] Life Expectancy at Birth for MSOAs, 2006-10, Department for Health

[19] Life Expectancy at Birth for MSOAs, 2006-10, Department for Health

[20] 2006-08 Estimates of Adults' Health and Lifestyles, Office for National Statistics (ONS)

Education

The qualification levels of working age residents in the Borough (aged 16-64) is high. An estimated 31% have a degree level qualification or equivalent and above, much higher than the North West (21%) and England & Wales (25%)[21]. Conversely, the proportion of residents with no qualifications (9%) is lower than the region (12%) and nationally (11%).

Prevalence of Licensed Gambling Premises

There are a total of 58 licensed gambling premises in Cheshire East, broken down into the following categories:

Town	Type	Number
Betchton	Adult Gaming Centre	2
Crewe	Adult Gaming Centre	3
Knutsford	Adult Gaming Centre	2
Macclesfield	Adult Gaming Centre	4
Total		**11**

Town	Type	Number
Alderley Edge	Betting Shop	1
Congleton	Betting Shop	4
Crewe	Betting Shop	17
Handforth	Betting Shop	1
Holmes Chapel	Betting Shop	1
Knutsford	Betting Shop	1
Macclesfield	Betting Shop	8
Middlewich	Betting Shop	2
Nantwich	Betting Shop	2
Poynton	Betting Shop	1
Sandbach	Betting Shop	3
Wilmslow	Betting Shop	4
Total		**45**

Town	Type	Number
Crewe	Bingo	1
Nantwich	Bingo	1
Total		**2**

There are no casinos and no licensed family entertainment centres.

The largest number of licensed premises are in the towns of Crewe and Macclesfield

[21] Annual Population Survey January 2011 – December 2011, Office for National Statistics, Crown Copyright

Conclusion

According to NatCen's British Gambling Prevalence Survey of 2010 the rates of problem gambling in the general population are 0.9% and 0.5% (depending on the measures used). This would equate to a problem gambling population in Cheshire East of 33,543 and 18,635.

According to information available from the Gambling Commission there are 13,489 licensed gambling premises in the UK. Cheshire East's licences equate to 0.43% of this total.

Whilst gambling is prevalent across the country this prevalence appears to be concentrated in the main city areas and primarily in the London Boroughs. Compared to our neighbours Cheshire East has fewer licensed gambling premises per head of population:

Local Authority	Population	Number of Premises	Number PH
Cheshire East	372,700	58	0.00016
Cheshire West and Chester	331,000	79	0.00024
Stoke City	250,200	55	0.00022
Manchester	514,400	154	0.00029
Trafford	230,200	43	0.00019
Stockport	285,000	54	0.00019

As the persons most at risk from problem gambling are white, young males from a low income background this is most likely to affect the residents of Crewe and to a lesser extent Macclesfield. These are also the areas that already have the highest numbers of licensed gambling premises. It will therefore be incumbent upon applicants to demonstrate that they will take appropriate steps to follow the Gambling Commission's relevant Codes of Conduct and the Council's Statement of Gambling Principles to ensure that no one is exploited or harmed by gambling.

Summary of gaming machine categories and entitlements

Category of machine	Maximum stake (from Jan 2014)	Maximum prize (from Jan 2014)
A	Unlimited - No category A gaming machines are currently permitted	
B1	£5	£10,000*
B2	£100	£500
B3A	£2	£500
B3	£2	£500
B4	£2	£400
C	£1	£100
D - non-money prize (other than a crane grab machine or a coin pusher or penny falls machine)	30P	£8
D - non-money prize (crane grab machine)	£1	£50
D - money prize (other than a coin pusher or penny falls machine)	10P	£5
D - combined money and non-money prize (other than a coin pusher or penny falls machine)	10P	£8 (of which no more than £5 may be a money prize)
D - combined money and non-money prize (coin pusher or penny falls machine)	20P	£20 (of which no more than £10 may be a money prize)

Appendix 3

Summary of machine provisions by premises

	Machine Category						
Premises Type	A	B1	B2	B3	B4	C	D
Large casino (machine/table ratio of 5-1 up to maximum)		Maximum of 150 machines. Any combination of machines in categories B to D (except B3A machines), within the total limit of 150 (subject to machine/table ratio)					
Small casino (machine/table ratio of 2-1 up to maximum)		Maximum of 80 machines. Any combination of machines in categories B to D (except B3A machines), within the total limit of 80 (subject to machine/table ratio)					
Pre-2005 Act casino (no machine/table ratio)		Maximum of 20 machines categories B to D (except B3A machines), or any number of C or D machines instead					
Betting premises and tracks occupied by pool betting			Maximum of 4 machines categories B2 to D (except B3A machines)				
Bingo premises				Maximum of 20% of the total number of gaming machines which are available for use on the premises categories B3 or B4**		No limit on category C or D machines	
Adult gaming centre				Maximum of 20% of the total number of gaming machines which are available for use on the premises categories B3 or B4**		No limit on category C or D machines	
Family entertainment centre (with premises licence)						No limit on category C or D machines	
Family entertainment centre (with permit)							No limit on category D machines
Clubs or miners' welfare institute (with permits)					Maximum of 3 machines in categories B3A or B4 to D*		
Qualifying alcohol licensed premises						1 or 2 machines of category C or D automatic upon notification	
Qualifying alcohol licensed premises (with gaming machine permit)						Number of category C-D machines as specified on permit	
Travelling fair							No limit on category D machines

* It should be noted that members' clubs and miners' welfare institutes are entitled to site a total of three machines in categories B3A to D but only one B3A machine can be sited as part of this entitlement. Commercial clubs are entitled to a total of three machines in categories B4 to D. ** Adult gaming centre and bingo premises are entitled to make available a number of Category B gaming machines not exceeding 20% of the total number of gaming machines which are available for use on the premises. Premises in existence before 13 July 2011 are entitled to make available four (adult gaming centre premises) or eight (bingo premises) category B gaming machines, or 20% of the total number of gaming machines, whichever is the greater. Adult gaming centre premises and bingo premises licences granted on or after 13 July 2011 but before 1 April 2014 are entitled to a maximum of four or eight category B gaming machines or 20% of the total number of gaming machines, whichever is the greater; from 1 April 2014 these premises will be entitled to 20% of the total number of gaming machines only. But not B3A machines.

Appendix 4

Summary of gaming entitlements for clubs and alcohol-licensed premises

	Members' club or MW institute with club gaming permit	Bridge or whist club	Members' club or commercial club with club machine permit	Members' club, commercial club or MW institute without a club gaming permit or club machine permit	Pubs and other alcohol licensed premises
Equal chance gaming	Yes	Bridge and/or Whist only	Yes	Yes	Yes
Limits on stakes	No limit	No limit	Poker £1000 per week £250 per day £10 per person per game Other gaming No limit	Poker £1000 per week £250 per day. £10 per person per game Other gaming No limit	Poker £100 per premises per day. Other gaming £5 per person per game Cribbage & dominoes No limit
Limits on prizes	No limit	No limit	Poker £250 per game Other gaming No limit	Poker £250 per game Other gaming No limit	Poker £100 per game Other gaming No limit
Maximum participate on fees – per person per day	Bridge and/or whist∗ £20 Other gaming £3	£18 (without club gaming permit) £20 (with club gaming permit)	Bridge and/or whist∗ £18 Other gaming £3 (commercial club) £1 (members' club)	Bridge and/or whist∗ £18 Other gaming £1	None permitted
Bankers or unequal chance gaming	Pontoon Chemin de Fer	None permitted	None permitted	None permitted	None permitted
Limits on bingo	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.	No bingo permitted	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.	Maximum of £2,000 per week in stakes/prizes. If more then will need an operating licence.

∗ On a day when no other facilities for gaming are provided

Appendix 5

TABLE OF DELEGATION OF LICENSING FUNCTIONS

MATTER TO BE DEALT WITH	FULL COUNCIL	SUB-COMMITTEE	OFFICERS
Three year licensing policy	X		
Policy not to permit casinos	X		
Fee Setting - when appropriate		X (Full Committee)	
Application for premises licences		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence		Where representations have been received from the Commission	Where no representations received from the Commission
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence		X	
Application for club gaming /club machine permits		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits		X	
Applications for other permits			X
Cancellation of licensed premises gaming machine permits			X
Consideration of temporary use notice and occasional use notices			X
Decision to give a counter notice to a temporary use notice		X	

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Summary of logged changes to the Statement of Gambling Principles –

Paragraph	Type of change	Change
2.4	Wording change	The words ‘criterion for it’ are replaced with ‘is not a relevant consideration’
3	Review	The figures provided in this section have been reviewed. The NatCen’s British Gambling Prevalence Survey is the most recent survey of this type. It is therefore appropriate that this section is retained as it provides some context for the prevalence of gambling and problem gambling
3.7 & 3.8	Review	Data reviewed and updated to reflect the GamCare Annual Review 2016/2017. Including information on their pilot with Cheshire Police referring people in custody to local support services. Additional paragraphs added.
4 & Appendix 1	Review	The data used to provide this information is approximately 3 years old. It is therefore unlike that there has been any significant change. The numbers of premises licensed by CEC remain the same. The data will therefore be carried forward to the revised SOGP
6.1	Wording Change	The Responsible Authorities are set out in the legislation, it is therefore unnecessary for them to be duplicated in this section. Consequently, they have been removed,
7.9	Wording change	Words changed from ‘prejudicial interest’ to ‘interest’
8.22	Wording change	Word changed to reflect that Central Government is looking into the issue of FOBTs
31.1 & 31.2	Wording change	Wording updated following GDPR/Data Protection Act 2018
32.3	Wording change	Wording change to reflect that the Council’s Enforcement Policy will be followed rather than just the policy of the Licensing Authority

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Cheshire East Council

Working for a brighter future together

BRIEFING REPORT

Environment and Regeneration Overview and Scrutiny Committee

Date of Meeting: 17 June 2019

Report Title: A500 Dualling

Portfolio Holder: Deputy Leader

Author: Simon Kerr, Project Sponsor

Senior Officer: Frank Jordan, Acting Deputy Chief Executive and Executive Director for Place

1. Scheme Background

1.1. The scheme is the upgrade of the A500 between Meremoor Moss roundabout and M6 Junction 16 from single to dual carriageway standard. This section of the A500 corridor is the only stretch that is not dual carriageway standard. This scheme is a key component of the Council's Local Plan Strategy, enabling the planned delivery of 65 hectares of employment land and 7,700 new homes in Crewe during the Local Plan period. The scheme will address peak time congestion, increase resilience and improving safety, as well as facilitating economic growth in and around Crewe. It is also a key component supporting the ambitions centred on the delivery of a HS2 Hub Station at Crewe. Furthermore, the scheme will be able to accommodate construction traffic, which will need to access the HS2 Phase 2a line of route south of Crewe and the proposed Crewe Hub station.

2. Scheme Status

2.1. Outline design has been completed and in December 2018 the scheme planning application was approved at the Strategic Planning Board.

2.2. In January 2019 the Council entered into a 2-stage Delivery Agreement with Balfour Beatty Ltd through the SCAPE framework for scheme detailed design and delivery.

2.3. The Council has identified a latent defect in the existing road that was constructed on behalf of Highways England. In addition a major utility diversion is also now required. This has therefore increased the scheme cost from £58.5m and £68.7m.

2.4. The Outline Business Case (OBC) was submitted to the DfT in June 2018. The OBC was revised and resubmitted to DfT in May 2019 following the scheme cost estimate increase. It is to be noted therefore that additional contribution from DfT is being sought to address the additional costs.

2.5. Negotiations with the main land owner, the Duchy of Lancaster, have commenced.

2.6. The current programme is for the main construction works to start before the end of 2020, with an estimated 27 month construction period.

3. Approvals to Date

3.1. May 2017, Cabinet approved the scheme preferred option and the undertaking of work necessary for the Planning Application and the Outline Business Case.

3.2. June 2018, Cabinet approved an increased agreed budget from £4.1m to £4.5m and for the scheme to progress whilst waiting for DfT funding and Planning Application decisions.

3.3. January 2019, Cabinet approval to make provision in the Capital Programme to deliver the scheme, and to delegate to the Executive Director – Place authority to take all steps necessary and/or expedient to deliver the scheme.

4. Implications

4.1. A report to Cabinet in July 2019 will provide a scheme update and will seek approval to prepare for Compulsory Purchase of land required for the scheme and to delegate authority to proceed with Compulsory Purchase, should negotiations to purchase this land be unsuccessful.

Working for a brighter future together

BRIEFING REPORT

Environment and Regeneration Overview and Scrutiny Committee

Date of Meeting: 17 June 2019

Report Title: Middlewich Eastern Bypass

Portfolio Holder: Councillor Craig Browne, Deputy Leader

Author: Richard Hibbert, Project Sponsor

Senior Officer: Frank Jordan, Acting Deputy Chief Executive and Executive Director of Place

1. Scheme Background

1.1. It has been a long held ambition of the Council and Middlewich residents to secure the delivery of a bypass to relieve traffic congestion in Middlewich town centre. The proposed scheme will be a new single carriageway road, east of the town centre, linking A54 Holmes Chapel Road (Salt Cellar roundabout) to A533 Booth Lane (at Tetton Bridge). The scheme supports economic growth by facilitating up to 1,950 new houses and 6,500 additional jobs in accordance with Local Plan policies. The scheme is consistent with the Cheshire & Warrington Strategic Economic Plan and is a key element of the HS2 Growth Strategy for the Constellation Partnership. There is considerable public support for the proposals, as demonstrated by both the Middlewich Transport Consultation (2016) and the Preferred Route Consultation (2018).

2. Scheme Status

2.1. In November 2017, the Council's Outline Business Case for a new road was accepted to the DfT's Large Local Major Scheme Programme.

2.2. Both Cheshire East Council and Cheshire West & Chester Council, as the relevant planning authorities, have resolved to approve the application subject to conditions.

2.3. To date, all works on site have been surveys to inform planning, design and licensing.

2.4. A programme of preliminary environment works, such as habitat creation, is being developed in order to discharge a number of planning conditions.

2.5. The current programme is for the main construction works to start in 2021, with an estimated 30-month construction period.

3. Approvals to Date

3.1. September 2017 - Cabinet resolved to prepare a planning application for the Preferred Route.

3.2. January 2019 - Cabinet resolved to enter into a 2-stage Delivery Agreement with Balfour Beatty Limited to procure the Scheme. This Agreement allows the Council to commission Stage 1 (Pre-construction) without incurring a commitment to Stage 2 (Construction).

4. Next Steps

4.1. A report to Cabinet in July 2019 is seeking approval to prepare for the Compulsory Purchase of land required to deliver the Scheme, should negotiations to purchase this land be unsuccessful.

FORWARD PLAN FOR THE PERIOD ENDING 30TH SEPTEMBER 2019

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 of 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, Executive Democratic Services Officer
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

Key Decision and Private Non-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 18/19-51 ASDV Programme Update	To authorise officers to take all necessary actions to implement the recommendations made in the ASDV Review report approved by Cabinet on 12th March 2019.	Portfolio Holder for Planning	May 2019			Fully exempt - paras 3 & 4
CE 18/19-49 Crewe Hub Station	To take all necessary actions to progress the Crewe Hub, including land acquisition and preparation of an evidence base for an Enterprise Zone.	Cabinet	11 Jun 2019			N/A
CE 18/19-57 Re-Procurement of Food Contracts for Fresh Meat	To seek approval for the re-procurement of fresh meat and poultry products and to authorise the Executive Director of People in consultation with the Portfolio Holder for Children and Families to award contracts following evaluation. The new contract term will run from October 2019 for two years, with an option to extend.	Cabinet	11 Jun 2019		Mark Bayley, Head of Service for Education Infrastructure and Outcomes	N/A

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 18/19-58 Malbank School and Sixth Form College - Authority to Enter into a Contract	To seek approval to delegate to the Executive Director People authority to enter into a construction contract for additional places at Malbank School, Nantwich.	Cabinet	11 Jun 2019		Mark Bayley, Head of Service for Education Infrastructure and Outcomes	N/A
CE 18/19-59 Tatton Vision 2 - Arrival and Stableyard	To seek delegated authority for the Executive Director Place, in consultation with the Portfolio Holder for Environment, to implement the Arrival and Stableyard project at Tatton Park, including procuring and entering into all necessary contractual arrangements.	Cabinet	11 Jun 2019		Brendan Flanagan, Head of Rural and Cultural Economy	N/A
CE 18/19-61 Cheshire and Warrington LEP Urban Development Fund	To take all necessary actions to progress the Urban Development Fund, including the creation of the structures and governance to allow the fund to commence.	Cabinet	11 Jun 2019		Aaron Lecroy	N/A
CE 18/19-63 ASDV Directorships	To consider a report in relation to ASDV Directorships.	Cabinet	11 Jun 2019		Frank Jordan, Acting Deputy Chief Executive and Executive Director of Place	Fully exempt by virtue of Exemption para 3

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 18/19-65 SMDA Infrastructure Procurement Strategy	In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8th May 2018: To procure the infrastructure, utilities and ground stabilisation works at South Macclesfield Development Area; to enter into any contracts or agreements required under the SCAPE Civil Engineering and Infrastructure Framework; and to utilise an NEC ECC Type C construction contract with Early Contractor Involvement.	Executive Director Place	Not before 12th Jun 2019			N/A

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 18/19-66 SMDA Infrastructure and Funding Agreement	In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8th May 2018: To enter into a funding agreement (infrastructure agreement) with the principal landowner in respect of the Council's landholding at South Macclesfield Development Area.	Executive Director Place	Not before 12th Jun 2019			Partly exempt by virtue of paras 3 and 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 18/19-69 Acquisition of the Willows, Macclesfield	In accordance with Chapter 2, Part 6, Paragraph 52 of the constitution of Cheshire East Borough Council dated 12th February 2019: To approve the acquisition of the property known as The Willows, Macclesfield, Cheshire SK11 8LF and to instruct the Council's Legal Officers to proceed to legal completion of the purchase and any related legal documentation on terms and conditions to be determined by the Assets Manager and the Director of Governance and Compliance.	Executive Director Place	Not before 19th Jun 2019			Fully exempt under para 3

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 18/19-50 Environment Strategy	To seek approval for the draft Environment Strategy and agreement that a borough wide public consultation takes place seeking views on the draft Environmental Strategy, with the decision on all final consultation materials being delegated to the Executive Director of Place. The outcomes of the consultation and any resultant changes to the draft strategy will be reported to and approved by Cabinet in due course.	Cabinet	9 Jul 2019		Paul Bayley	
CE 18/19-52 Cheshire East Economic Strategy	To approve the draft economic strategy for public consultation. The outcome of the consultation will be reported to Cabinet in due course.	Cabinet	9 Jul 2019			N/A

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 18/19-53 Site Allocations and Development Policies Document - Public Consultation	To seek approval to publish a Publication Draft of the Cheshire East Site Allocations and Development Policies Document, along with its supporting evidence, for a further six weeks' public consultation.	Cabinet	9 Jul 2019		Jeremy Owens	N/A
CE 18/19-55 Sandbach School - Authority to Enter into a Grant Agreement	To seek approval to delegate authority to the Executive Director People to authorise the entering into of a grant agreement to facilitate the creation of additional pupil places at Sandbach School.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A
CE 18/19-56 Proposed Expansion of Park Lane School, Macclesfield	To approve the proposed expansion of Park Lane School, Macclesfield from 82 places to 122 places for implementation in September 2020, having given due consideration to the response to the statutory proposal notice.	Cabinet	9 Jul 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A

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 18/19-62 Next Generation WAN Contract	To authorise the officers to take all necessary steps to enter into a contract with a new Wide Area Network supplier for up to 10 years and maximum value of £25M. The current contract ends on 21st February 2021.	Cabinet	9 Jul 2019		Gareth Pawlett, ICT Manager	N/A
CE 19/20-1 A500 Dualling - CPO Powers to Acquire Land	To authorise the use of compulsory purchase powers to undertake the acquisition of land and new rights required for the construction of the scheme.	Cabinet	9 Jul 2019		Chris Hindle	N/A
CE 19/20-2 Middlewich Eastern Bypass - CPO Powers to Acquire Land	To authorise the use of compulsory purchase powers to undertake the acquisition of land and new rights required for the construction of the scheme.	Cabinet	9 Jul 2019		Chris Hindle	N/A

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 18/19-44 Local Transport Plan	Cheshire East Council as the Local Transport Authority has a duty to produce, and keep under review, a Local Transport Plan (LTP) in accordance with the Local Transport Act 2008. Council will be asked to approve the LTP for adoption following consideration by Cabinet.	Council	18 Jul 2019		Richard Hibbert	N/A
CE 18/19-64 Framework for Domestic Repairs and Adaptations	To approve the establishment of a framework to commission low value domestic repairs and adaptations on behalf of vulnerable residents, and to authorise the Executive Director Place in consultation with the Portfolio Holder for Housing, Planning and Regeneration to award and enter into a framework.	Cabinet	10 Sep 2019		Karen Whitehead	N/A

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 18/19-67 Macclesfield Town Centre Regeneration - Strategic Regeneration Framework and Future Programme	Taking into account the outcome of a public consultation on a draft Strategic Regeneration Framework for Macclesfield Town Centre, to approve a final version of the Framework and agree further actions stemming from its recommendations.	Cabinet	10 Sep 2019		Jo Wise	N/A
CE 18/19-54 Crewe Station Hub Area Action Plan - Public Consultation	To seek approval for a further six week consultation period on the Crewe Station Hub Area Action Plan.	Cabinet	8 Oct 2019		Adrian Fisher, Head of Planning Strategy	N/A
CE 18/19-60 The Minerals and Waste Development Plan	To seek approval to consult on the first draft of the Minerals and Waste Development Plan.	Portfolio Holder for Planning	November 2019		Adrian Fisher, Head of Planning Strategy	N/A
CE 18/19-68 Medium Term Financial Strategy 2020-24	To approve the Medium Term Financial Strategy for 2020-24, incorporating the Council's priorities, budget, policy proposals and capital programme. The report will also include the capital, treasury management, investment and reserves strategies.	Council	20 Feb 2020		Alex Thompson, Head of Finance and Performance and Interim Section 151 Officer	N/A

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

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Cheshire East Council

Environment and Regeneration Overview and Scrutiny Committee

Date of Meeting: 17 June 2019

Report Title: Work Programme

Portfolio Holder: Councillor C Browne – Deputy Leader

Councillor T Fox – Portfolio Holder for Planning

Councillor N Mannion – Portfolio Holder for Environment and Regeneration

Councillor B Roberts – Portfolio Holder for Highways and Waste

Councillor M Warren – Portfolio Holder for Communities

Senior Officer: Interim Executive Director of Corporate Services

1. Report Summary

1.1. To review items in the work programme listed in the schedule attached, together with any other items suggested by committee members.

2. Recommendation

2.1. That the work programme be reviewed.

3. Reasons for Recommendation

3.1 It is good practice to review the work programme and update accordingly

4. Other Options Considered

4.1. There are no further options to consider.

5. Background

5.1 The schedule attached has been updated following the last meeting of the committee.

5.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

5.3 The following questions should be asked in respect of each potential work programme item:

- 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;

5.4 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

6. Implications

6.1. Legal Implications

6.1.1. There are no legal implications at this stage.

6.2. Finance Implications

6.2.1. There are no financial implications at this stage

6.3. Equality Implications

6.3.1. There are no equalities implications at this stage.

6.4. Human Resources Implications

6.4.1. There are no human resources implications at this stage.

6.5. Risk Management Implications

6.5.1. There are no risk management implications at this stage.

6.6. Rural Communities Implications

6.6.1. There are no implications for rural communities.

6.7. Implications for Children & Young People

6.7.1. There and no implications for children and young people at this stage.

6.8. Public Health Implications

6.8.1. There are no direct implications for public health.

7. Ward Members Affected

7.1. All.

8. Access to Information

8.1. The background papers can be inspected by contacting the report author.

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Katie Small

Job Title: Scrutiny Officer

Email: katie.small@cheshireeast.gov.uk

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Work Programme **Environment and Regeneration Overview and Scrutiny Committee** Updated 05.06.19

Date: **17.6.19** Time: 2.00pm Venue: Committee suite, Westfields	Date: TBA Time: Venue	Date: **16.9.19** Time: 2.00pm Venue: Committee suite, Westfields	Date: **11.11.19** Time: 2.00pm Venue: Committee suite, Westfields	Date: **20.1.20** Time: 2.00pm Venue: Committee suite, Westfields	Date: **16.3.20** Time: 2.00pm Venue: Committee suite, Westfields

Item	**Purpose**	**Lead Officer**	**Portfolio**	**Suggested by**	**Scrutiny role**	**Corporate priorities**	**Date**
Local Transport Plan	To review the final draft of the Local Transport Plan	Executive Director of Place and Acting Deputy Chief Executive		Executive Director of Place	Pre-decision scrutiny	Outcome 4 Cheshire is a green and sustainable place	17.6.19
Economic Strategy	To give consideration to the draft strategy prior to Cabinet and consultation process	Executive Director- Place		Executive Director - Place	Pre-decision scrutiny	Outcome 4 Cheshire East has a strong and resilient economy	17.6.19
Revised Statement of Gambling Principles	Constitutional requirement	Director of Environment and Neighbourhood Services		N/A	Pre-decision scrutiny	Outcome 2 Cheshire East has a strong and resilient economy	17.6.19
A500 Dual Carriageway and Middlewich Eastern By Pass updates	To consider a briefing note on the two highway schemes.	Executive Director of Place and Acting Deputy Chief		Executive Director of Place and Acting	Pre-decision scrutiny	Outcome 4 Cheshire is a green and sustainable place	17.6.19

Work Programme Environment and Regeneration Overview and Scrutiny Committee

Updated 05.06.19

Item	Purpose	Lead Officer	Portfolio	Suggested by	Scrutiny role	Corporate priorities	Date
		Executive		Deputy Chief Executive			
Little Bus – Community Transport	To give consideration to the implementation plans regarding community transport proposals Part 2 Item	Executive Director of Place and Acting Deputy Chief Executive		Cabinet	Post-decision scrutiny	Outcome 2 Cheshire East has a strong and resilient economy	July
Environment Strategy	To give consideration to the draft strategy prior to Cabinet and consultation process	Director of Environment and Neighbourhood Services		Executive Director-Place	Pre-decision scrutiny	Outcome 4 Cheshire is a green and sustainable place	July
Environment and Regeneration Performance Scorecard –Quarterly review of performance	To provide a quarterly review of performance on areas which fall within the remit of the committee.	Executive Director of Place and Acting Deputy Chief Executive		Committee	Performance monitoring	Outcome 2, 4 and 6 Cheshire East has a strong and resilient economy, Cheshire is a green and sustainable place, A Responsible, Effective & Efficient Organisation	July
Highway Policy Review/ Well	To review the proposed changes to highways policies and consultation	Director – Highways and		Committee	Pre- decision scrutiny	Outcome 2 and 4 Cheshire is a	July

Work Programme **Environment and Regeneration Overview and Scrutiny Committee** Updated 05.06.19

Item	**Purpose**	**Lead Officer**	**Portfolio**	**Suggested by**	**Scrutiny role**	**Corporate priorities**	**Date**
Managed Highway Code of Practice	arrangements.	Infrastructure				green and sustainable place Cheshire East has a strong and resilient economy	
Macclesfield Town Centre Regeneration – Strategic Framework Future Programme	To consider a final version of the framework	Executive Director of Place and Acting Deputy Chief Executive		Chairman	Pre- decision scrutiny		July
Air Quality Annual Status Report	To consider the Air Quality Annual Status Report.	Executive Director of Place and Acting Deputy Chief Executive		Executive Director of Place	Performance monitoring	Outcome 4 Cheshire is a green and sustainable place	TBA
Taxi Licensing / TSS Vehicle Standards	To scrutinise taxi licensing and vehicle standards.	Executive Director of Place and Acting Deputy Chief Executive		Committee	Performance monitoring	Outcome 2 Cheshire East has a strong and resilient economy	Briefing note to be circulated Deferred until current review has been completed

Work Programme **Environment and Regeneration Overview and Scrutiny Committee** Updated 05.06.19

Item	Purpose	Lead Officer	Portfolio	Suggested by	Scrutiny role	Corporate priorities	Date
Strategic Overview of Housing	To provide an update on the work delivered in relation to strategic housing including licensing and management of HMOs and Homelessness services			Committee	Pre-decision Scrutiny	Outcome 4 Cheshire is a green and sustainable place	16.9.2019

Possible Future Items/briefings notes

HS2/Crewe Station