

Environment and Regeneration Overview and Scrutiny Committee

Agenda

Date: Monday, 20th January, 2020
Time: 10.00 am
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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**

To receive any apologies for absence.

2. **Minutes of the Previous Meeting** (Pages 3 - 10)

To give consideration to the minutes of the meeting held on 11 November 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**

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

Contact: Sarah Baxter
Tel: 01270 686462
E-Mail: sarah.baxter@cheshireeast.gov.uk

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. **Economic Strategy** (Pages 11 - 80)

To consider the results of the consultation relating to the Economic Strategy.

7. **Well Managed Highways Infrastructure** (Pages 81 - 102)

To receive a presentation on the draft well managed highways infrastructure paper before being presented to Cabinet.

8. **Performance Scorecard** (Pages 103 - 110)

To give consideration to the performance scorecard for quarter 2.

9. **Forward Plan** (Pages 111 - 124)

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

10. **Work programme** (Pages 125 - 132)

To give consideration to the work programme.

Membership: Councillors S Akers Smith, S Brookfield, J Buckley, L Crane (Vice-Chairman), T Dean, A Farrall, JP Findlow (Chairman), P Groves, M Hunter, D Jefferay, C Leach and K Parkinson

CHESHIRE EAST COUNCIL

Minutes of a meeting of the Environment and Regeneration Overview and Scrutiny Committee

held on Monday, 11th November, 2019 at Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor JP Findlow (Chairman)
Councillor S Brookfield (Vice-Chairman)

Councillors S Akers Smith, J Buckley, L Crane, T Dean, A Farrall, P Groves,
M Hunter, D Jefferay, C Leach and K Parkinson

In attendance

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
P Bayley-Director of Environment and Neighbourhood Services
K Carsberg-Head of Housing
R Kemp-Head of Environmental Services
J Owens-Development Planning Manager
P Skates-Director of Growth & Enterprise
P Traynor-Head of Highways
V Venn-Flood Risk Engineer
K Whitehead-Housing Standards & Adaptations Manager
J Wilcox-Financial Strategy & Reporting Manager

35 APOLOGIES FOR ABSENCE

None.

36 MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 16 September 2019 be approved as a correct record and signed by the Chairman subject to comment (i) under minute No.31 'A Local Industrial Strategy for Cheshire & Warrington' being amended as follows:-

'The report should also consider ways to help industry improve productivity and efficiency and not just focus on growth'.

37 DECLARATIONS OF INTEREST

There were no declarations of interest.

38 WHIPPING DECLARATIONS

No declarations of a party whip were received.

39 PUBLIC SPEAKING/OPEN SESSION

There were no members of the public present wishing to speak.

40 STRATEGIC OVERVIEW OF HOUSING

Members received a presentation in respect of extra controls in the Private Rented Sector with specific reference to Selected Licensing and Article 4 and homelessness including Homelessness Reduction Act 2017 and rough sleeping interventions. A summary of the questions raised are outlined below and were answered by officers at the meeting.

In respect of the Selective Licensing element of the presentation the following questions/comments were raised:-

- What was the Council trying to achieve by carrying out Selective Licensing and would this would help with issues such as Anti Social Behaviour and fly tipping?
- What additional powers would Selective Licensing give the Council?
- It would have been useful for the documentation to include a glossary;
- Clarification was sought as to what was meant by an LSOA;
- Why were some areas excluded from the Selective Licensing proposed priority areas?
- What impact would Selective Licensing have on the private rented sector?
- Did Selective Licensing include every private rented property or just HMO's?
- Did children's homes count as HMO's?
- Could offices look at more than just living conditions when entering properties?

In respect of the Article 4 Direction element of the presentation the following questions were raised:-

- Why was the process for a making an Article 4 Direction non immediate?
- Were most HMO's related to university students?
- Had there been a rise in HMO applications?
- Because it took 12 months for an A4D notice to come into force could anyone who wanted to create a small HMO in that time?
- What kind of properties were HMO's?

In respect of the homeless element of the presentation the following questions/comments were raised:-

- Had obtaining permission from a homeless person led to difficulties for officers?
- Did the Council put in place measures to enable homeless people to obtain a fixed address?
- What preventative measures did the Council undertake in order to combat homelessness?

In addition to the questions raised it was felt important for the Council to write to the Government to secure long-term funding and a request was made for officers to undertake this task.

On behalf of the Committee, the Chairman thanked all of the officers for their hard work in ensuring the number of homeless people within the Borough had been significantly reduced. Furthermore the Committee commended the work of officers in identifying over 650 HMO's currently in existence. This was a significant improvement compared to 2015 when only 45 had been identified.

RESOLVED

That the presentation be received.

(At 10.55am the meeting was adjourned in order for a two minutes silence to be observed in respect of Remembrance Day).

41 PRE-BUDGET CONSULTATION

Consideration was given to the pre-budget consultation. The Financial Strategy and Reporting Manager provided an overview of the process with the Director of Environment and Neighbourhood Services and the Director of Growth & Enterprise present to answer any questions relating to the areas specific to the remit of the Environment and Regeneration Overview and Scrutiny Committee.

Members raised the following points/questions:-

- (i) Why was there no information within the document on the base budget and why was there no reference to what the impact on the budget would be under each item?
- (ii) In respect of Community Transport it was queried as to why the budget for this service was being reduced given the fact that it had been in operation less than 6 months and therefore there had been no opportunity to provide any feedback on the Flexi-Link service;
- (iii) In respect of highways maintenance for pathways and cycleways the budget for last year for the whole of the Borough had been £20,000. Could a breakdown be provided as to how the maintenance of pathways and cycleways would be delivered?

- (iii) Would the reduction in the highways budget relating to Highway Maintenance Contract Efficiencies affect the service?
- (iv) Concerns were raised about the performance of Ringway Jacobs;
- (v) What was the timeline for a Cheshire East Council review of car parking?
- (vi) If there was a better bus service then car parking wouldn't be an issue. It was felt there was nothing in the budget which transformed bus services;
- (vii) There should be liaison with other Council's regarding the provision of a more efficient bus service. This wasn't happening. If the bus service was improved and was cost efficient there would be more users and the need for car parks would decrease;
- (viii) Last year's budget saw 40% cuts to bus services;
- (ix) The Council needed to facilitate measures which would assist in reducing the carbon footprint, for example charging a set fee for users to then have unlimited access;
- (x) Contractors were unwilling to reduce the cost of fares until the demand increased but the demand would not increase unless there was a decrease in fares;
- (xi) In order to emphasise the Council's commitment to climate change was there any work being undertaken to provide electric charging points particularly in the Macclesfield area?
- (xii) In respect of Public Rights of Way (ProW) it was felt more resources were required because if routes were not on a map by 2026 then they would be lost forever. Concerns were raised that there were only two employees dealing with PRow and this was insufficient. It was queried which officers dealt with PRow.

RESOLVED

That the comments be noted and reported to the Corporate Overview and Scrutiny Committee at its meeting on 9 January 2019.

42 CHESHIRE EAST 2019 AIR QUALITY ANNUAL STATUS REPORT

Consideration was given to a report updating the Committee on the review of the Council's 2019 Annual Status Report (ASR). The purpose of the report was to ensure Members were aware of the report and the current status of air quality across the Borough.

Members raised the following matters:-

- In respect of NANT2 concerns were raised that Ward Councillors had not been consulted and it was requested that a meeting with officers be arranged to look at this in further detail;
- In respect of SAND2 and the proposals to introduce vehicle weight restrictions on Middlewich Road further discussion with officers and Members were needed. Would these take place?
- How was the A50 study in Knutsford progressing?
- In respect of particulate monitoring did it take into account the brake and tyre wear of vehicles?

- With regard to nitrogen dioxide was there a requirement to monitor?
- Concerns were raised at the number of ongoing entries in the action plan.
- In respect of the trend for annual mean NO₂ concentration measured at AQMAs using diffusion tubes why had there been a spike in 2016?
- How were monitoring points identified? Why were two monitoring points located close together in Wilmslow?
- In respect of vehicle fleet efficiency was the Council looking at using electric vehicles within its fleet?
- Why was Alsager not referred to in figure 3.1 of the document?
- People should be encouraged to walk/cycle more especially if the route was under a mile. If policies were in place which created an infrastructure whereby cycleways and pathways were better connected then more people might be willing to use more sustainable methods of transport. Highways and Planning needed to be involved in order for significant change to take place;
- What was the Cheshire East Local Sustainable Transport Team and what budget did it have?

RESOLVED

That the contents of the report be noted and the comments raised above be reported to the Portfolio Holder for consideration.

(The meeting was adjourned from 12.20pm until 12.40pm for lunch).

43 FLOOD RECOVERY UPDATE

Members received a presentation which provided a summary of the progress so far regarding the flood recovery.

Within the presentation information was provided on the following:-

- An overview of the recovery works;
- Construction;
- Major works at Wards End retaining wall and Ingersley Road
- The formal flood investigation
- Further flooding event on 31 October 2019

Members asked the following questions:-

- (i)What details were there on the proposed works to the A34 and A48?
- (ii)At the moment focus needed to be on cleaning gullies rather than fixing pot holes. What pressure could the Council place on landowners and farmers who hadn't maintained their ditches or gullies?
- (iii)Was there an annual budget for this type of emergency and how was it accounted for?

- (iv) Had sufficient resources been allocated to the department given the additional work being undertaken on top of delivering a normal service?
- (v) Did dredging of rivers take place and if not would dredging have helped alleviate the problems?
- (vi) Would the cleaning of gullies in Mobberley be brought forward due to recent flooding issues in that area within the Borough?
- (vii) The issues with Ingersley Road were also being experienced in Macclesfield. Had there been any issues when undertaking repairs?
- (viii) Ensure more officers were trained so there were additional people to call upon should something similar occur again.

On behalf of the Committee, the Chairman thanked all those officers involved in dealing with the flooding incidents and the commitment shown during what was a challenging and unprecedented turn of events had not gone unnoticed.

RESOLVED

That the presentation and comments be noted.

(Prior to consideration of the following item, Councillor K Parkinson left the meeting and did not return).

44 WASTE STRATEGY BRIEFING

Consideration was given to the waste strategy.

Highlighted within the presentation was information on what work the Council had undertaken during the first five years, what the Council was currently doing, who it was engaging with and the timeline for consultation with Cabinet. The Committee was asked to give particular attention to the following questions:-

- (1) What did the Committee think of the objectives likely to remain?
- (2) Did the Committee agree with the proposed two objectives?
- (3) What did the Committee think of the changes proposed in DEFRA's consultation?

Members made the following comments:-

- In respect of 3.1 the word retain should be replaced with the word improved;
- Educational visits to the Cledford site might be one way of encouraging adults to recycle more if children were made aware of how the recycling process worked;
- Information relating to numerical targets should be referred to within the document.
- In respect of 3.3 the sentence should be amended to say maximise public participation through communication and accessibility;
- The document should make reference to the recycling of plastics;

- Composting should be treated as a priority;
- Where could subsidised hot composting bins be purchased from?
- The Waste Reduction Team was a fantastic asset;
- One Member felt the waste strategy wasn't working and that the Cledford site was the wrong site for such a facility;
- Bin obstruction on pavements was a real issue;
- There should be a message to promote methods of cutting back on using certain products for example bin liners could be referred to;
- If dog waste/used nappies could be composted or transferred from waste into energy the black bin for some people would not be necessary.

RESOLVED

That the comments made by Members of the Environment and Regeneration Overview and Scrutiny Committee be included, with responses from other key groups in the Council's liaison with Councillors in their Member briefing meetings, public focus groups and Town and Parish Councils.

45 FORWARD PLAN

Consideration was given to the areas of the Forward Plan which fell within the remit of the Committee.

RESOLVED

That the Forward Plan be noted.

46 WORK PROGRAMME

Consideration was given to the work programme.

It was noted that an additional meeting had been arranged to take place on 10 February 2020, that the item relating to the Environment Strategy would be considered at either the February or March meeting and that the issue of fly tipping fall into the remit of the Environment and Regeneration Overview and Scrutiny Committee rather than then Corporate Overview and Scrutiny Committee.

RESOLVED

That the work programme be approved subject to the amendments as outlined above.

The meeting commenced at 10.00 am and concluded at 2.18 pm

Councillor JP Findlow (Chairman)



Working for a brighter future together

Environment and Regeneration Overview and Scrutiny

Date of Meeting: 20 January 2020

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. A new Economic Strategy has been developed for the Borough. It is a five year plan outlining the main priorities that will support inclusive and sustainable growth across Cheshire East. It sets strategic objectives for the Council which will help to direct future spending, project prioritisation and funding bids.
- 1.2. At its meeting on 17th June 2019, this committee received a presentation which outlined the need for an Economic Strategy and summarised the draft Economic Strategy document. The strategy was generally well received and with consideration of a number of comments progressed to Council Cabinet on 9th July where it was approved to move forward to public consultation.
- 1.3. Public consultation is now complete and this report provides summary information on the comments received and further amendments and a final draft of the Economic Strategy which is returned back to this Committee for consideration as requested.

2. Recommendation/s

- 2.1. That the committee reviews the results of the public consultation; the final draft documents for the Economic Strategy in Appendices I, II and III; and recommends this final draft to the Portfolio Holder for final sign off.

3. Reasons for Recommendation/s

- 3.1. The draft Economic Strategy for Cheshire East 2020 – 2025 sets out an ambition for inclusive and sustainable growth and the key priorities for enabling the delivery of this. Once finalised and approved, the Economic Strategy will 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 has been demonstrated and public support for the priorities outlined in the Cheshire East Economic Strategy is high.

5. Background

- 5.1. During August and September 2019 Cheshire East Council consulted on its draft Economic Strategy for Cheshire East for 2019 – 2024. The strategy has been developed in partnership with representatives from the private sector and this consultation aimed to test the strategy with a wider community.
- 5.2. Respondents were invited to comment via a questionnaire prepared by the Council's Consultation Team which was designed to test the five priority themes and their twelve supporting strategic objectives set out within the strategy; ask if there are any elements of the economic strategy, strategic objectives or actions that responders are currently or could in the future, contribute to the delivery of; and gather information on any further key areas, strategic objectives or actions which have not been covered within the draft Economic Strategy.
- 5.3. The consultation was promoted on the Cheshire East Website, through social media channels (Twitter and Facebook) and also sent directly to members of the Cheshire East Council Digital Influence Panel and other relevant stakeholders. In total 211 consultation responses were received to the online consultation and a further 7 responses were made via e-mail/letter. Comments were also made on the promotional social media posts in

which there were 5,764 engagements (the number of unique people who for example commenting on, liked, shared or clicked upon particular elements of the post) on Facebook and 284 engagements on Twitter.

- 5.4. Agreement that the five priority themes are the right priorities to focus on within the draft Economic Strategy was high with 'making Cheshire East the place to live' receiving the highest agreement (85%, agreed either strongly or tend to) and 'making Cheshire East the place to connect' receiving the lowest (64% agreed, 24% neither agreed nor disagreed).
- 5.5. Each priority theme had their own strategic objectives and actions under them. Agreement with each of these was varied with the majority receiving over 50% agreement apart from 'capitalise on the growth opportunity of HS2' which received just fewer than 50% agreement (49% agreed, 35% disagreed).
- 5.6. A number of comments were received as part of the consultation. The key themes are summarised below:
 - 5.6.1. There was support for town centre regeneration (91% agreed with this objective) although within the comments there were some concerns over the pace of delivery of developments and the retention of local heritage.
 - 5.6.2. There seemed to be little support for increasing the quantum of new housing; but over half of respondents were in support of expanding the variety and tenure (55% agreed with this objective) with some commenting there was a need for more affordable housing and housing of better quality/design. Commenters also felt that there was a need for developments to be accompanied by adequate infrastructure, public transport, education (schools specifically mentioned) and health provision4% more productive than the UK average.
 - 5.6.3. General support for protecting and enhancing the rural environment (89% agreed with this objective) with some concerns that growth does not cause loss of the greenbelt/countryside, including the impact of HS2.
 - 5.6.4. A number of concerns that the strategy has too much reliance on HS2 and feelings that there should be a plan B however 49% of responders were supportive of the objective to capitalise on the opportunity of HS2 and the regeneration opportunities that it could bring.

- 5.6.5. There were general concerns throughout the consultation that there is not enough reference to green issues e.g. climate change, renewable energy, air pollution.
 - 5.6.6. Large number of comments regarding improving local connectivity; roads (lack of maintenance on roads and pavements), public transport links and connectivity (northern & eastern parts of CE specifically) and digital connectivity (particularly in rural areas).
 - 5.6.7. The objective to support residents to improve their skills levels was well received (86% agreed with this objective), but there were a few comments saying that actions could be clearer.
 - 5.6.8. Comments were received on strengthening business support suggesting reducing business rates, car parking charges and support for start-up businesses.
 - 5.6.9. Comments that Brexit is not referenced enough and will impact on growth.
 - 5.6.10. Further comments were added on the order of the objectives; some that they should be set out in order of priority but others wanted them to be of equal priority.
- 5.7. The main message we have taken from the consultation was ‘putting people at the heart’ of our strategic thinking and this is something that we have reflected on in this latest draft of the Economic Strategy. We have focussed on key changes of emphasis that will help to further demonstrate how we are aiming to ensure that growth is both inclusive and sustainable across the Borough:
- 5.7.1. Creating ‘inclusive growth’ not just growth – so that growth combines increased prosperity with greater equality; creates opportunities for all our residents; and distributes the benefits of increased prosperity fairly.
 - 5.7.2. Developing ‘communities’ not just housing – the quality of housing; its type, tenure and cost; and its location are of primary importance to ensure that everyone can participate in their community.
 - 5.7.3. Providing ‘sustainable travel options’ not just transport - thinking about integrated planning and transport, walking, cycling,

expanding public transit infrastructure and improving existing public transit services.

- 5.7.4. Promoting a 'sustainable approach' to growth – supporting delivery of the Council's Environmental Strategy through encouraging businesses, residents, visitors and organisations across Cheshire East to reduce their carbon footprint and to protect and enhance our natural environment.
- 5.8. In addition to the work taken to refocus the narrative of the Economic Strategy (Appendix I), the document has also been restructured so that the actions are now provided in a separate plan to assist with monitoring (Appendix II) and the data sheets, now including the business sector information, are also provided separately (Appendix III).

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. 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 been carried out.

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 Economic Strategy has been developed in partnership with representatives from the private sector and has been published for public consultation for a period of 8 weeks seeking feed back from residents, businesses, public service partners and other non-government agencies.
- 8.1. Agreement that the five priority themes and twelve strategic objectives are the right priorities to focus on within the draft Economic Strategy was high as summarised in 5.6 above.

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 profiling 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

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Appendix 1

AN ECONOMIC STRATEGY FOR CHESHIRE EAST

2020 to 2025

DEC-2019

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1. CONTENTS

1. Contents.....	3
2. Foreword.....	4
3. Introduction.....	5
4. Economic Context.....	6
5. Ambition for Growth.....	7
6. Priority Themes & Strategic Objectives on a Page.....	8
7. Strategic Theme 1 - The Place to Live.....	9
8. Strategic Theme 2 - The Place to Connect.....	13
9. Strategic Theme 3 - The Place to Work and Learn.....	16
10. Strategic Theme 4 - The Place to Invest.....	19
11. Strategic Theme 5 - The Place to Visit.....	23
12. Measuring Success.....	25
13. Governance.....	26

2. FOREWORD

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3. 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 and work. Signs for the future are positive; connectivity will be boosted by the arrival of HS2 at Crewe; business locations such as Alderley Park and Crewe Business Park attract cutting edge international firms; and educational standards are 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 unique character and identity.

We sit in a strategically important position connecting the Northern Powerhouse to the Midlands Engine. 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:

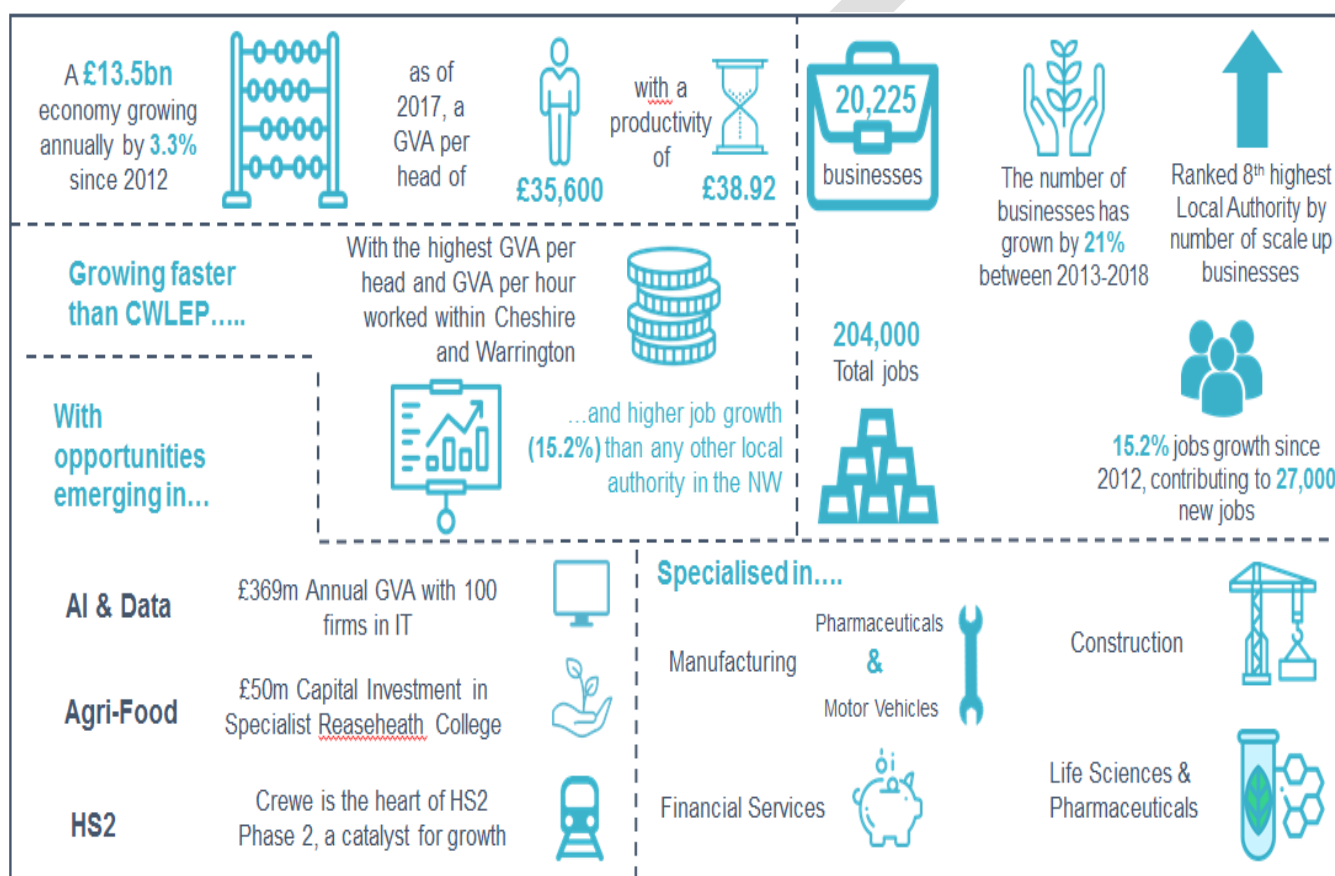
- **Protect and enhance the quality of place and environment that is so important to the character of Cheshire East, from its towns to its rural areas, from its cultural offer to its green infrastructure and also intervene in the housing market to deliver the right houses in the right places.**
- **Secure 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 potential 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 2020 – 2025 and associated Action Plan set out an ambition for inclusive and sustainable growth and the key priorities to enable and drive forward delivery. This will 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.

4. 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. Our existing economy delivers £13.5 billion annually¹ and economic output has increased in a time of stagnating productivity nationally and makes a substantial contribution to the sub-regional economy; generating around 44% of the Cheshire and Warrington output and 8% of the North West output.



GVA and GVA per head – 2017 with average annual growth 2012-17 using chained volume measure in 2016 prices; GVA per hour – in 2017 prices; businesses and micros – 2018 with growth 2013-18; business birth and deaths – 2016; population – 2017 with growth 2012-17; employment rate, occupations and qualifications – 2017; model based unemployment rate – 2018; jobs – 2017 with growth 2012-17; Living Wage – 2017.

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. Whilst some of these are related to physical constraints on development and connectivity, there are also social inequalities across the Borough and we are keen to level up performance and opportunity to create inclusive and sustainable places.

¹ Regional Gross Value Added (Income Approach) 1997-2016 data, ONS, December 2017

5. 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 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. However, this growth must be balanced with quality and focussed on the right areas to not only improve productivity but ensure that this growth is inclusive and sustainable.

We will promote ‘inclusive growth’ which combines increased prosperity with greater equality; creates opportunities for all our residents; and distributes the benefits of increased prosperity fairly. We will develop communities where the quality of housing; its type, tenure and cost; and its location are of primary importance to ensure that everyone can participate in their community.

We will take a ‘sustainable approach’ to growth, supporting measures that will protect and improve our environment for future generations; encouraging businesses, residents, visitors and organisations across Cheshire East to reduce their carbon footprint and to protect and enhance our natural 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 to deliver an outstanding natural environment; and in our Local Transport Plan where we promote sustainable travel options, thinking about integrated planning and transport, walking, cycling, expanding public transit infrastructure and improving existing public transit services.

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. Our vision for these places is therefore 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.

Our Local Plan aims to support 58,100 additional residents, 36,000 new homes and 31,000 new jobs being delivered by 2030. 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 2025 there is an ambition to:

- **Grow the Cheshire East Economy to at least £15 billion**
- **Create an additional 7,000 jobs**
- **Build up to 10,000 new homes in line with the current local plan**
- **Be 20% more productive than the UK average**

We have five priority themes to make our vision a reality - together they will help to ensure that Cheshire East continues to provide the best ‘Place to Be’ for all our residents, visitors, businesses and investors.

6. PRIORITY THEMES AND STRATEGIC OBJECTIVES

Priority Theme 1- The Place to Live:

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.

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

Priority Theme 2 – The Place to Connect:

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 potential growth opportunity of HS2 and improving connectivity options, efficiency and sustainability.

Strategic Objective 4 – Capitalise on the growth opportunity of HS2

Strategic Objective 5 - Improve connectivity options, efficiency and sustainability

Priority Theme 3 – The Place to Learn and Work:

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 and deliver inclusive growth.

Strategic Objective 6 – Support residents to improve their skills levels

Strategic Objective 7 - Ensure education provision meets employer demand

Priority Theme 4 – The Place to Invest:

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.

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

Priority Theme 5 – The Place to Visit:

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

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

Strategic Objective 12 – Position Cheshire East as a visitor destination

7. 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. A proven ‘Quality of Place’ for Cheshire East has twice topped the Grant Thornton Vibrant Economy Index for the North West.²

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 be a place 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 survey³ 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 whilst retaining the individual characteristics of town centres will form part of a strong place proposition to help attract or retain target groups and skills.

Crewe - Is a gateway with exceptional connections and a bright future evolving as it strives to meet the needs of a rapidly growing and increasingly aspirational residential catchment area and an ambitious business community. There are a number of projects and programmes taking place across Crewe that are working to deliver benefits across the town and encourage pride and positivity in the local area; from major regeneration and infrastructure schemes to cultural strategies, HS2 preparation and planning frameworks for future development. All this activity is underpinned by themes including connectivity inside and outside of the town (at a local and a sub-regional level); economic opportunity; environment; heritage and culture; health and wellbeing; learning, skills and education. These programmes are seeking to tell the Crewe story, working together both in partnership and strategically across any shared opportunities empowering the residents and businesses of Crewe to shape the towns future. The Council is leading on the comprehensive regeneration of Crewe Town Centre with a £40 million programme of work including a flagship, mixed-use retail and leisure development. The town centre regeneration scheme, which includes a £10 million allocated from the Local Growth Fund, 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.

² Vibrant Economy Index – A new way to measure economic success (Grant Thornton April 2018)

³ Cheshire Business Survey 2017

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Macclesfield - Enjoys a reputation as a creative and entrepreneurial place with a unique character, easy access to the Peak District, and good transport connectivity - particularly to Manchester and London via the West Coast Main Line. It is a place with many strengths including its independent shops, built heritage assets, dynamic businesses and an affluent catchment population. The town centre has however been identified as a place not currently fulfilling its potential; a place with opportunities to support further revitalisation and investment. A Strategic Regeneration Framework has been developed for the town centre and approved by Cheshire East Council setting out a clear vision, principles and key objectives for the future development and regeneration of the town centre. Articulating the Council's long-term commitment to Macclesfield, it is intended to provide the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth. There are already positive signs of significant private investment in the town centre with several central residential schemes already on site – both new build and conversions, as well as some key investments in the food and beverage sector in particular. The Strategic Regeneration Framework outlines several potential further opportunities for development around the town centre such as around the station gateway and other areas where the Council owns substantial surface car parks offering scope for redevelopment, whilst making clear that any proposals brought forward must reinforce not dilute Macclesfield's unique sense of place, recognising that preserving Macclesfield's distinctiveness is key to unlocking its true potential.

Market Towns and Key Service Centres - Set within a rural backdrop yet close to major conurbations, 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.

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

Housing is essential to support 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. 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. 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. 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. The housing offer also needs to be responsive to demographic shifts, meeting the needs of an aging population while providing for the formation of new households. 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 by exploring mechanisms to bring forward mixed tenure housing developments on our own land assets.

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.

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

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. There are interdependencies between the two strategies that need to be closely managed to ensure economic aspirations do not have a detrimental affect on the environment, however delivering sustainable infrastructure and business environments could be a significant attractor for business to invest in the borough.

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. 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. 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.

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.

8. 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, 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. There are over 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. There is the opportunity to secure transformational benefits from significant new national investment especially the new High Speed rail network and Northern Powerhouse Rail.

However, the road network is already demonstrating reduced resilience while rail travel is hampered by a disjointed and complex network. Major upgrades are required to support productivity growth in the future coordinated with local growth priorities and housing development. 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. We want to provide 'sustainable travel options' not just transport and consideration is being given to integrated planning and transport, walking, cycling, expanding public transit infrastructure and improving existing public transit services.

Strategic Objective 4 – Capitalise on the growth opportunity of HS2

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. 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.

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 – The Constellation Partnership is an alliance of 7 major local authorities and 2 Local Enterprise Partnerships. 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 new west coast partnership franchisee, FirstGroup and Trenitalia (Avanti), recognising their role in the future HS2 solution and also with DfT, HS2 and Network Rail. We are working effectively together to deliver the right rail solution with a shared vision for growth.

Investment in Crewe - The last investment in Crewe of this size was in the Victorian era. 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 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 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.

Investment in new enabling infrastructure – A programme of over £300 million of new highways infrastructure to be delivered in Cheshire East to complement the growth associated with the arrival of HS2. 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.

Strategic Objective 5 – Improve connectivity options, efficiency and sustainability

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).⁴ 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

⁴ Cheshire Business Survey 2017

efficiently and sustainably and we need to find solutions to create and improve digital infrastructure across the whole Borough.

Manchester Airport - Cheshire East 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. The 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. However, whilst this growth provides opportunities for businesses and visitors, this should be balanced with environmental considerations.

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 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 within 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 32%. This will be increasingly important considering an expected 16% growth in population over the Local Plan period (2010-30). 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 - Since 2010, Cheshire East has led the Connecting Cheshire programme. This has helped us achieve 95% superfast broadband coverage (with speeds >24mbps), with take-up rates being in the top ten nationally. However, with increasing technological advances and demand for more data there is growing demand for gigabit (full fibre) capability and a new government target to achieve 100% full fibre ultrafast technology (with speeds >1000mbps) by 2033 has been set. 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 is 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. To tackle connectivity 'not-spots', government has announced a new "Rural Gigabit Connectivity" programme.

9. 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 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-region’s growth ambitions.

One key challenge in Cheshire East relates to skills in our population. Recent analysis⁵ reports that; a declining workforce and ageing 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 45% holding a level 4 or above qualification, there are parts of the Borough where qualification levels are much lower.⁶ 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

In some of the urban areas of Crewe and Macclesfield, over 30% of the working age population claim 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 may 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.

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. 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 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 progress their careers or helping employers 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. Over £1m of innovation funding has already been secured for the area and further bids for supported employment provision are in process.

⁵ Cheshire and Warrington SEP refresh March 2018

⁶ Data from the 2011 census

Young people – It is important for young people to have the opportunity to develop skills and pathways into work that showcase talent, creativity and potential and the value of supporting young people to develop practical skills and creative thinking has been recognised. 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.

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. The Apprenticeship Levy was introduced to encourage businesses to participate in apprenticeship programmes but the circa 150 levy paying businesses based in Cheshire East need to be supported to maximise spend and impact on the skills levels of their workforce.

T-Levels –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. The number of Cheshire East schools or colleges registered to be part of the first wave of T-Levels is limited; one of the challenges being the requirement for extended placements.

STEM skills - The supply of STEM (science, technology, engineering and maths) 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.

Graduate retention - Of the 5,000 Cheshire and Warrington young people who secure University places each year, only a small proportion return to Cheshire East following their 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.

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. 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 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.

Importing labour – Data from the last two Censuses shows that Cheshire East has shifted from being a net exporter of labour to an overall net importer. The most recent (2011) Census shows a net inflow of 25-34 year-olds which when coupled with a decrease in 25 to 34-year olds as a proportion of total population within Cheshire East, suggests that workers in this age range are

not living within the Borough. However, there is some outflow of workers within this age implying that skills gaps are also an issue for this age range.

Careers information - 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. 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.

Sectors – Replacement demand from an ageing population is expected to be one of the main drivers of future labour requirements at circa 90,000 jobs by 2025, therefore it is important to increase the attractiveness and visibility of those sectors with an ageing demographic. 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 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 are ongoing.

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.

The Pledge Partnership – This model was developed here in Cheshire East through a local partnership and is now to be rolled out 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.

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

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 (3,000 jobs) and software development (1,250 jobs). Our business density is high compared to the UK, North West and our neighbouring authorities with 20,230 businesses within the Borough. More businesses are being created than closing and the number of jobs created continues to rise.

Cheshire East has identified a number of 'growth sectors'. These 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
- Advanced Manufacturing
- Creative & Digital
- Agri-tech
- Transport and Logistics
- Visitor Economy
- Clean Growth/Low Carbon

Further detail on them is set out in the Economic Data Appendix II and is brought out in the Local Industrial Strategy.

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. Feedback from 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. The 2017 Cheshire Business Survey found that 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 99.7% 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.

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

Cheshire East has 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 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 site is an important piece of our national heritage and has recently been awarded 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. Jodrell has also successfully competed to host the permanent headquarters for the world's largest network of radio telescopes, 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.

Alderley Park - As a major strategic employment site within Cheshire East, Alderley Park 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 Alderley Park Limited in 2014. 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 the sites in the joint venture.

Alderley Park Accelerator - Since its launch in 2013, the Accelerator 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.

Medicine Technologies Catapult - A new £5m 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 production operation with a unique capability in aseptic manufacture. 4,000 people are currently employed in activities covering pharmaceutical R&D, manufacturing and corporate office functions. 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.

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

Investment deals in Cheshire East were consistently high in 2018 in terms of total spend (£69.73 million) and space exchanged (81,269 m²) 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.

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.

Place Marketing - Cheshire East 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 inward investment to raise the profile of Cheshire East and its distinctive attributes. 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.

Cultural Offer – A strong cultural offer can attract high-skilled workers and retain graduates, this being a significant pull factor in the location decisions of businesses and particularly creative 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.

Target Markets - 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.

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

Cheshire East has a successful cultural and visitor economy sector based on its key attractions and events. 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.

Figures for the value of the visitor economy in Cheshire East have hit a high at £963m. The detailed analysis of the figures shows a 77.1% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2018 injected over £220m into the economy; an increase of 3.4% on the previous year and an increase of 67.7% since 2009. 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. 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.

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.

Skills needs - The visitor economy sector continues to grow, helping to support the vibrancy of places and brand positioning. 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.

Strategic Objective 12 – Position Cheshire East as a visitor destination

Cheshire East is part of a wider offer due to its connectivity 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 – Research identifies that a focus on niche markets that support existing specialisms as well as the 'Associations' and meetings markets are worth developing further. 'Brilliant Science' is a Visit England funded pilot that has developed a range of thematic itineraries and packages to suit different interests and needs. 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 – 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.

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.

12. 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 (last updated August 2018) covering population, employment, housing, qualifications, the Cheshire Business Survey completed in 2017 and recent work carried out to produce a Borough Profile in spring 2019 covering a wide range of topics including education, skills, health and crime as well as economic and demographic indicators. 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.

The Local Area Industrial Strategy (LAIS) for Cheshire East has been produced to help support delivery of the Cheshire and Warrington Strategic Economic Plan (SEP), Local Industrial Strategy (LIS) and the Cheshire East Economic Strategy; linking these strategic documents together and highlighting areas of local distinctiveness. The focus of the LAIS is on productivity; setting a target for Cheshire East to build on its strong economic position and increase productivity to 22% above the UK average by 2030.

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 2025 there is an ambition to:

- **Grow the Cheshire East Economy to at least £15 billion**
- **Create an additional 7,000 jobs**
- **Build up to 10,000 new homes in line with the current local plan**
- **Be 20% more productive than the UK average**

13. 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 is a sub-set of the Cheshire East Leaders' Board. The Place Board includes representation from local businesses, further education, housing providers and chambers of commerce and 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.

Our priorities here constitute a Cheshire East Council led programme of work but 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 and growth is also likely to come from business led investment.

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.

APPENDIX II

AN ECONOMIC STRATEGY FOR CHESHIRE EAST

2020 to 2025

ACTION PLAN

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REF	ACTION/OUTPUT	TIMESCALE	LEAD
THEME 1 – THE PLACE TO LIVE			
Strategic Objective 1 – Improve quality of place with a focus on regenerating our town centres			
	ACTIONS FOR CREWE TOWN CENTRE:		
T1/SO1.1	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.	2020-2023	ED team
T1/SO1.2	Complete the redevelopment of the Grade 2 Listed Market Hall and re-establish it as a key attractor in the town centre alongside the operation of Crewe's other markets.	2020	ED team
T1/SO1.3	Progress with plans to deliver the new History Centre on the former Library site and, subject to funding, extend redevelopment across the remainder of the Civic Centre site to create a quality asset in the heart of the Civic and Cultural Quarter.	2022-2024	Cultural Economy team
T1/SO1.4	Secure funding from Government through the Future High Streets Fund and Towns Fund to help deliver key regeneration priorities in Central Crewe.	2019-2020	ED team
T1/SO1.5	Extend Crewe town centre's cultural offer through making use of key assets and curation of events/activities whilst raising awareness and engagement with key groups through collaboration with key stakeholders/funder.	2021-2025	Cultural Economy team
T1/SO1.6	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.	2019-2021	ED team
T1/SO1.7	Review the redevelopment potential of existing Council assets to ensure that they deliver regeneration priorities including residential and commercial uses.	2020-2021	ED team
T1/SO1.8	Develop new governance and partnership arrangements to promote economic development in the town (including the town centre and HS2) with strong engagement from key stakeholders to ensure benefits for local residents.	2020-2022	ED team
T1/SO1.9	Produce a parking strategy that addresses the regeneration priorities and opportunities associated with the town	2020-2022	ED &

	centre and HS2 Hub.		Transport teams
	ACTIONS FOR MACCLESFIELD TOWN CENTRE:		
T1/SO1.10	Following approval of the Macclesfield Town Centre Strategic Regeneration Framework as an overarching, holistic, cross service strategy for the regeneration and revitalisation of the town centre, officers across the Place Directorate will work collaboratively to deliver actions in the pursuit of the vision and objectives that document sets out.	2020-2024	ED team
T1/SO1.11	Work with partners to deliver and refresh the Cultural and Heritage Strategy for Macclesfield to support regeneration plans.	2020-2022	Cultural Economy team
T1/SO1.12	To deliver a transformational public realm scheme on Castle Street and to pursue further town centre public realm schemes to enhance quality of place, support the 'greening' of the town centre, give greater priority to pedestrians and cyclists, improve legibility and enhance the town centre experience for residents and visitors.	2020-2025	ED team
T1/SO1.13	To commission a parking and movement review and plan which covers the town centre, which seeks to enhance car parking and movement in a manner which supports town centre regeneration and unlocks development opportunities in current inefficient surface car parks.	2020-2022	ED & Transport teams
T1/SO1.14	To explore options 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.	2020-2025	ED team
T1/SO1.15	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.	2020-2024	Planning & Transport teams
	ACTIONS FOR OUR OTHER KEY MARKET TOWNS AND SERVICE CENTRES:		
T1/SO1.16	Develop Town Centre Vitality Plans for the Key Service Centres (Tier 2 Towns - Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach and Wilmslow) to include an analysis of the performance of each town, key attributes, strengths and challenges and recommendations for a vision, objectives and priority actions.	2020-2023	ED team
T1/SO1.17	Prepare a programme for the production of further plans for Local Service Centres (Tier 3 Towns - Alderley Edge, Audlem, Bollington, Bunbury, Chelford, Disley, Goostrey, Haslington, Holmes Chapel, Mobberley, Prestbury, Shavington and Wrenbury) by 2020/22 across Cheshire East.	2023-2025	ED team

Strategic Objective 2 – Influence housing delivery to expand the variety of housing and tenure			
T1/SO2.1	Deliver key strategic sites within the Borough e.g. Handforth Garden Village, South Macclesfield Development Area and North West Crewe.		
T1/SO2.2	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.		
T1/SO2.3	Undertake strategic acquisitions in areas where the housing market needs major intervention to support economic growth.		
T1/SO2.4	Engage with developers and housing providers to work strategically with the Council to develop the right type of housing.		
T1/SO2.5	Support an Accelerated Construction Programme.		
T1/SO2.6	Carry out a Housing Mix Study to inform proposed policies in the Site Allocations and Development Policies Document. .	2019-2020	Planning team
T1/SO2.7	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			
T1/SO3.1	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.		
T1/SO3.2	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.		
THEME 2 – THE PLACE TO CONNECT			
Strategic Objective 4 – Capitalise on the growth opportunity of HS2			

T2/SO4.1	Develop Station Delivery Plans for rail hub stations at Crewe, Macclesfield and Manchester Airport.		
T2/SO4.2	Deliver an Area Action Plan for Crewe Hub Station.		
T2/SO4.3	Deliver a programme of key infrastructure development to support the growth associated with HS2 and be better coordinated with housing and skills development.		
Strategic Objective 5 – Improve connectivity options, efficiency and sustainability			
T2/SO5.1	Delivery of the Strategic Infrastructure Programme.		
T2/SO5.2	Effective Management of the Highway Network.		
T2/SO5.3	Promoting and supporting Rural and Public Transport.		
T2/SO5.4	Delivery of active travel plans through the cycling strategy, rights of way improvement plan and management of the related networks.		
T2/SO5.5	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, provision for cycling.		
T2/SO5.6	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.		
T2/SO5.7	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.		
T2/SO5.8	Support government's rural connectivity programme, identifying areas needing intervention to inform future delivery plans.		
T2/SO5.9	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.		

THEME 3 – THE PLACE TO WORK AND LEARN			
Strategic Objective 6 – Support residents to improve their skills levels			
T3/SO6.1	Continue to drive forward the Public Sector Transformation Programme of activity to address the issues of worklessness and low pay progression across the Borough.		
T3/SO6.2	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 e.g. through Section 106 or Community Infrastructure Levy (CIL) within the planning process.		
T3/SO6.3	Develop a programme of graduate placements, work experience and Apprenticeships for Cheshire East Council.		
T3/SO6.4	Continue to support skills and education through libraries and culture provision and Life Long Learning.		
Strategic Objective 7 – Ensure education provision meets employer demand			
T3/SO7.1	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.		
T3/SO7.2	Ensure that Cheshire East is represented on the Board of the sub-regional Skills Advisory Panel to influence local skills strategy, activity and investment planning and operation.		
T3/SO7.3	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.		
T3/SO7.4	Work alongside the sub-regional Skills and Pledge team in order to enhance the careers service support to schools.		
THEME 4 – THE PLACE TO INVEST			
Strategic Objective 8 – Strengthen business support, particularly for our key businesses			

T4/SO8.1	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.		
T4/SO8.2	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.		
T4/SO8.3	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.		
T4/SO8.4	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 appropriate 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			
T4/SO9.1	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 political support as required, to ensure the continuous growth and prosperity of the Corridor, which is a strategic asset for the Borough.		
T4/SO9.2	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			
T4/SO10.1	Cheshire East to develop its 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.		

T4/SO10.2	Continue to deliver a programme of promotional activity for key investment opportunities and employment sites to encourage and secure new investment from businesses looking to relocate.		
T4/SO10.3	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.		
T4/SO10.4	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.		
T4/SO10.5	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. Town Centre Action Plans).		
T4/SO10.6	Develop a programme to focus on regeneration, culture and uplift of town centres and high streets across the Borough.		
T4/SO10.7	Deliver destination marketing (linked to Visitor Economy Strategy and Destination Management Plan) to support economic outcomes, profile, 'distinctiveness' and positive image.		
THEME 5 – THE PLACE TO VISIT			
Strategic Theme 11 – Increase the economic contribution of the cultural and visitor economy			
T5/SO11.1	Develop and refresh strategic approaches to culture and programming linked to the cultural framework priorities and development of a cultural destination.		
T5/SO11.2	Support measures that help to nurture a 'creative ecology' that builds on current strengths leading to investment in culture and its economic contribution.		
T5/SO11.3	Deliver the Visitor Economy Strategy and engage sub-regionally to seek improved productivity and economic impact from the sector.		
Strategic Theme 12 – Position Cheshire East as a visitor destination			
T5/SO12.1	Deliver the Visitor Economy Strategy in partnership with business clusters and Marketing Cheshire.		

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APPENDIX III

AN ECONOMIC STRATEGY FOR CHESHIRE EAST

2020 to 2025

ECONOMIC DATA

NOV-2019

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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 £13.5bn which accounts for 44% of the Cheshire & Warrington total and 8% of the North West's GVA (CW&C makes up 33% and Warrington 23%).¹ For the period 2011 to 2016 our Gross Value Added grew by 3.8% per year on average in real (inflation-adjusted) terms; faster than both the North West (1.9%) and the UK (2.2%).² ³As of 2016, labour productivity (GVA per hour worked) was 4.1% higher in Cheshire and Warrington than in the UK⁴ and between 2010 and 2015 our employment growth in Cheshire East was 11.2%, more than double the regional rate (NW 4.8%) and well above the national rate (GB 6.8%).⁵

A strong and diverse business base – We have 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.⁶ 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.⁷ The Cheshire Business Survey carried out in 2017 found that 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.⁸

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.

¹Regional Gross Value Added (Income Approach) 1997-2016 data, ONS, December 2017

² Regional Gross Value Added (Income Approach) UK 1997-2016 data, Office for National Statistics (ONS), December 2017.

³Data series ABML and ABMM, from the time series dataset released as part of the 'Quarterly National Accounts: Quarter 3 (July to Sept) 2017' ONS Statistical Bulletin, Dec 2017.

⁴ Sub-regional Productivity: Labour Productivity (GVA per hour worked and GVA per filled job) indices by Local Enterprise Partnership, ONS, February 2018.

⁵Business Register and Employment Survey (BRES) open access data series for 2009-15, Office for National Statistics (ONS), NOMIS. Crown Copyright 2018. Notes: [1] Figures include self-employed people registered for VAT and PAYE schemes - as well as employees. Self employed people not registered for these schemes, along with HM Forces and Government supported trainees, are excluded. [2] Figures exclude farm-based agriculture.

⁶ Business Demography – 2016: Enterprise Births, Deaths and Survivals, Office for National Statistics (ONS), November 2017.

⁷Business Demography – 2016: Enterprise Births, Deaths and Survivals, Office for National Statistics (ONS), November 2017. [2] ONS mid-year population estimates for 2016, including revised estimates for 2012-16 (March 2018 release). Crown Copyright 2018. ONS licensed under the Open Government Licence v. 3.0.

⁸ Cheshire Business Survey 2017

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 – South and West Crewe Campus and Macclesfield College; Reaseheath College, agricultural specialist and Centre of Excellence for Agri-tech with over 7000 students; Crewe University Technical College associated to local advanced manufacturing and engineering design businesses including Bentley Motors and Siemens; plus Jodrell Bank is of great scientific significance as a leading facility for radio-astronomy 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 38% nationally.⁹ Around 35% of current occupations in Cheshire East are either professional or managerial¹⁰, and there is a future forecast need for 11,000 new managers and 27,000 professionals over the period from 2016 to 2025 (mainly to replace older workers as they retire).¹¹ 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 2016 from 8.3% to 5.9%.¹² There are also low and declining numbers of NEET (not in education, employment or training) young people; 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.

⁹Annual Population Survey, January to December 2017, Office for National Statistics (ONS), NOMIS. Crown Copyright 2018.

¹⁰ Source: Annual Population Survey – Workplace Analysis, April 2017 – March 2018, Office for National Statistics (ONS), NOMIS. Crown Copyright 2018.

¹¹ Baseline projections from the Cheshire & Warrington Econometric Model (CWEM). Projections were obtained using Cambridge Econometrics (CE)/IER LEFM software and are consistent with CE's UK Regional Forecast of August 2017. Additional data preparation and aggregation by Cheshire East Council.

¹²'Benefit claimants - working age client group' data sets for November 2011 to November 2016, DWP Benefits data, ONS, NOMIS. Crown Copyright 2018.

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 over 11,780 jobs associated with the tourism industry. Cheshire East welcomes around 16 million visitors each year and figures reported in 2018 demonstrate that the Borough's visitor economy grew by 4.6% on the previous year in 2017 amounting to a sector total of £963 million with a target to grow to over £1bn by 2020.

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:

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 Alderley Park Accelerator 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 (1.5%) 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 Alderley Park.

Advanced Manufacturing – Manufacturing continues to be an important sector to Cheshire East supporting around 23,000 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 and BAE Systems. Instrumentation is another growing niche sub-sector. Digital technologies such as additive manufacturing, data analytics, 'the internet of things' (the extension of internet connectivity into physical devices and everyday objects), 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. 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. There are an estimated 1,250 jobs in software development with specialisms in gaming particularly. 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 Centre in Bollington; and McCann in Prestbury, the largest advertising 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 research, and financial technology or '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 which collectively employ 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 agriculture has been transformed by technology through agri-tech initiatives and food chain innovations. Cheshire East has a strong agri-food sector, employing 7,500 workers (4% of all jobs in the Borough). Roughly two-thirds of these jobs are in agricultural activities which have a high level of specialisation and a share of employment that is 1.7 times higher than in 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 2,500 jobs indicating the presence of local supply chains in the broader agri-food industry. There are opportunities for growth in these activities, for instance 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 also 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 around 9,000 workers. Warehousing and road transport of freight are the two largest sectors, employing 3,000 to 4,000 jobs each and with high levels of specialisation. The employment share in the road transport of freight sector is about twice the Great Britain average. Transport of freight by rail is smaller in employment but is a sector of great concentration in Cheshire East. Transport and Logistics is a strategic sector for Cheshire East, given its geographical location (proximity to Greater Manchester and gateway to the Midlands), the forthcoming HS2 hub station in Crewe, 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 sectors¹³ 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 (3,000). Both these sectors experienced job growth over the past 5

¹³ 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).

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 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.

DRAFT

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 the Cheshire and Warrington area 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 34 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 replacement demand is estimated at 230,000 across Cheshire and Warrington for the period 2011 to 2025, around 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 and do not have the skills they require. Only 23% of employers report to have employed an apprentice during the 2012 to 2017 period and student enrolments are decreasing in the sectors predicted to grow i.e. high-value engineering and manufacturing technologies and critical public and private services in health and social care.

Significant commuting flows both in and out of the Borough – There is a net inward flow of workers in the 25 to 34 year old age range in particular commuting to employment opportunities within the Borough. This along with some significant outflows as well, not only puts pressure on transport networks and infrastructure but also implies that there are 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 2020¹⁴ 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

¹⁴ 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.

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 over 10,000 are claiming employment support allowance or incapacity benefit. Recent research by the LEP suggests that there are high concentrations of those too sick to work within the sub-region including parts of Cheshire East. This represents a significant loss of potential that could be applied for the benefit of economic growth.

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. 18 of Cheshire East's 234 Lower Layer Super Output Areas (LSOAs)¹⁵ are among the 20% most deprived in England, according to the most recent (2015) Index of Multiple Deprivation (IMD), which is up from 16 in the previous (2010) IMD. Most (13) of these 18 areas are in Crewe, though there are others in Macclesfield (2) and in Alsager, Congleton and Wilmslow (1 each). 6 LSOAs, all of them in Crewe, rank among England's top (most deprived) 10%. (Conversely, 98 of the 234 LSOAs in Cheshire East are amongst the 20% least deprived in England, including 63 that are amongst the 10% least deprived.)¹⁶

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 open 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 the most commonly cited disadvantage. 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 recent growth in CO2 emissions from transport, which is 45% of the total (most of this from road transport) 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

¹⁵ LSOAs are sub-ward areas which the Office for National Statistics created for statistical purposes. They are intended to be of roughly equal size (in terms of population).

¹⁶ English Indices of Deprivation 2015, Department for Communities and Local Government (DCLG) (now the Ministry of Housing, Communities and Local Government), September 2015.

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 variety of housing mix and tenure 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 Exit 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 include having to adapt to new regulations and the administrative costs associated with these; business remaining competitive in the face of additional trade barriers (e.g. tariffs), exchange rate changes that affect export/ import prices; the impact on overseas visitor numbers and spend; impact on overseas students coming to study in or near Cheshire East. The local economy will be facing the challenges of retaining a skilled workforce, appeal of the UK with reduced access to the single market and uncertainty undermining investment decisions.

Economic Strategy

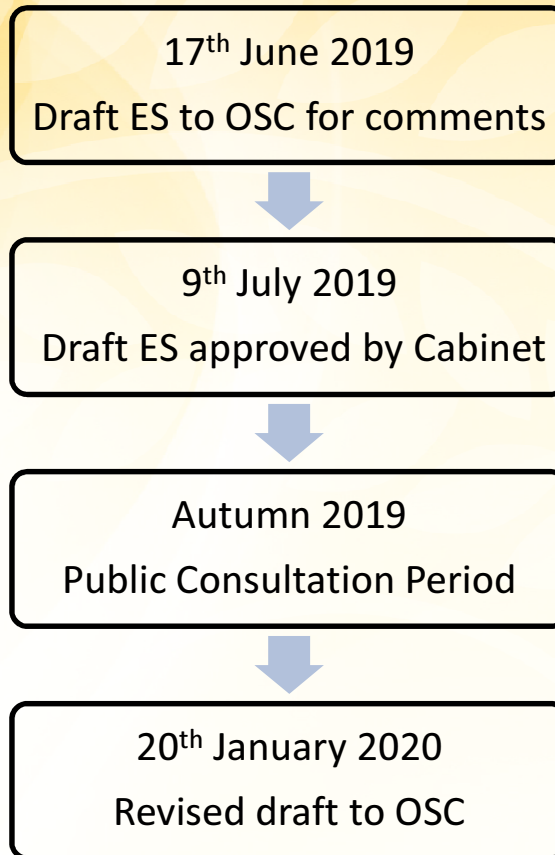
Environment and Regeneration OSC
20 January 2020

Cheshire East a place to

- **Live**
- **Connect**
- **Learn and Work**
- **Invest**
- **Visit**



Development of the Economic Strategy



Consultation Process

Questionnaire designed to:

- Test the priority themes and objectives
- Understand where joint delivery is possible
- Check if any key priorities have been overlooked

Consultees

The consultation was promoted through many channels on the Cheshire East Website, through social media channels (Twitter and Facebook) and also sent directly to members of the Cheshire East Council Digital Influence Panel and other relevant stakeholders and generated:

- 211 responses via the web site
- 7 email/letter responses
- 5,764 engagements* via Facebook
- 284 engagements on Twitter.

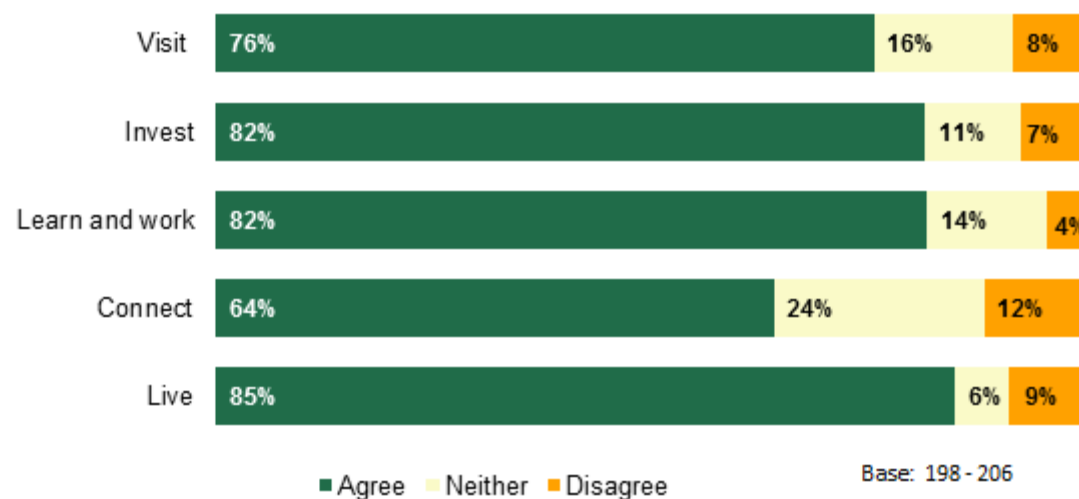
*Engagement = the number of unique people who for example commented on, liked, shared or clicked upon particular elements of the post

Consultation Results

Overall views on the priority themes

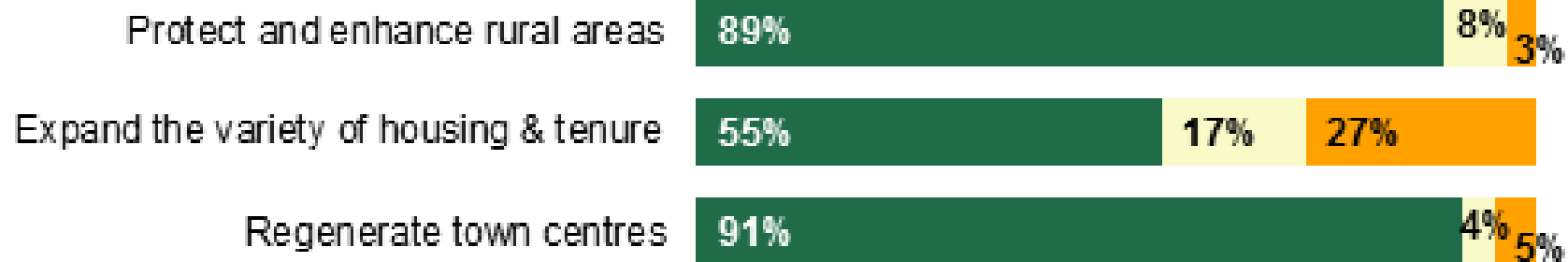
Agreement that the 5 priority themes are the right priorities to focus on within the draft Economic Strategy was high with 'making Cheshire East the place to live' receiving the highest agreement (85%, agreed either strongly or tend to) and 'making Cheshire East the place to connect' receiving the lowest (64% agreed, 24% neither agreed nor disagreed). Figure 1 shows the overall results.

Figure1: Agreement or disagreement that the themes are the right priorities to focus on within the Cheshire East Economic Strategy



The Place to Live – 63 comments

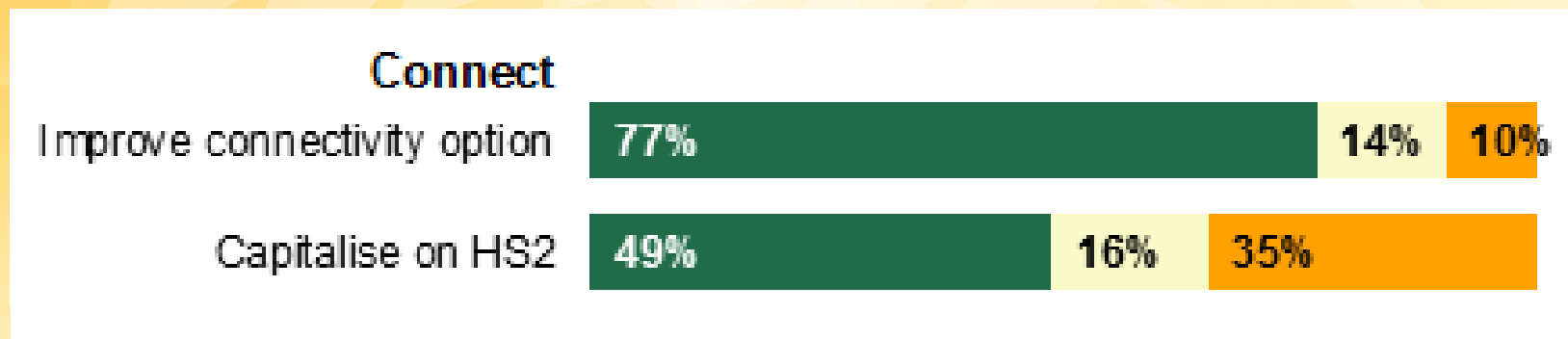
Live



■ Agree ■ Neither ■ Disagree

Base: 190 - 205

The Place to Connect – 74 comments



■ Agree ■ Neither ■ Disagree

Base: 190 - 205

The Place to Learn & Work – 45 comments

Learn and work

Education provision that meets employer demand



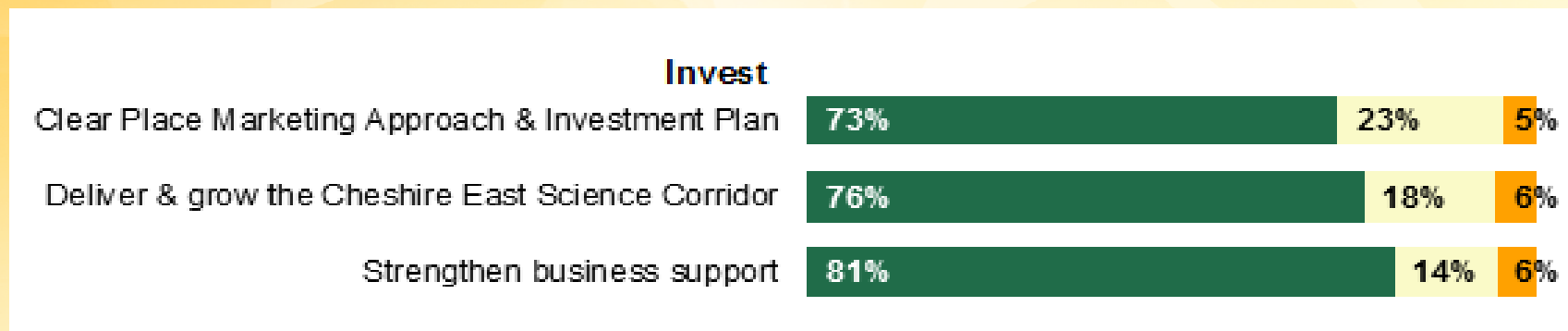
Improve residents skills levels



■ Agree ■ Neither ■ Disagree

Base: 190 - 205

The Place to Invest – 37 comments



■ Agree ■ Neither ■ Disagree

Base: 190 - 205

The Place to Visit – 39 comments

Visit

Position Cheshire East as a visitor destination

76%

14%

10%

Increase the cultural and visitor economy

79%

13%

7%

■ Agree ■ Neither ■ Disagree

Base: 190 - 205

Consultation Results

A key theme from the consultation was ‘putting people at the heart’ of our strategic thinking and this is something that we have reflected on in this latest draft of the Economic Strategy.

We have focussed on key changes of emphasis that will help to demonstrate how we are aiming to ensure that growth is both inclusive and sustainable across the borough.

Inclusive Growth

Creating 'inclusive growth' not just growth:

So that growth combines increased prosperity with greater equality; creates opportunities for all our residents; and distributes the benefits of increased prosperity fairly.



Community Development

**Developing
'communities' not just
housing:**

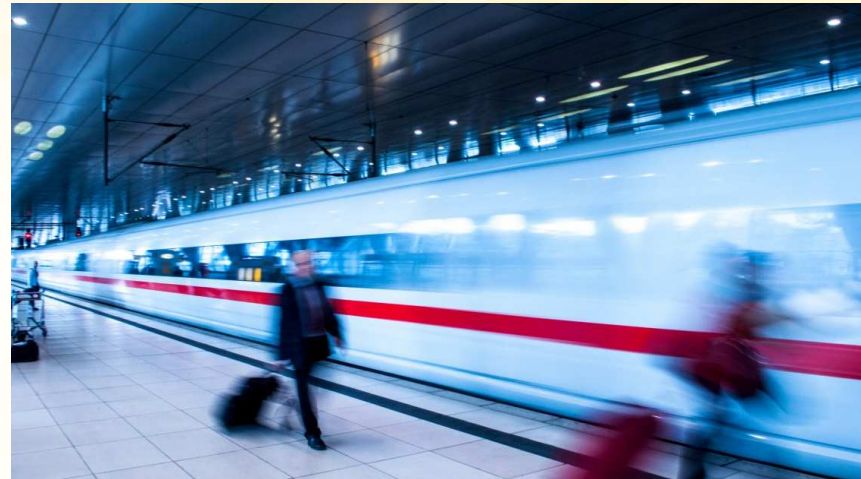
**The quality of housing;
its type, tenure and cost;
and its location are of
primary importance to
ensure that everyone can
participate in their
community.**



Sustainable Travel

Providing 'sustainable travel options' not just transport :

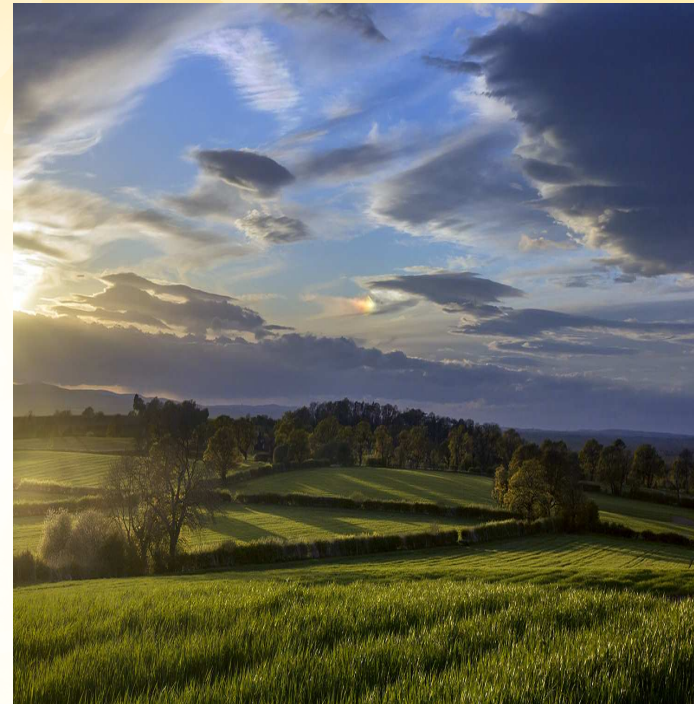
Thinking about integrated planning and transport, walking, cycling, expanding public transit infrastructure and improving existing public transit services.



Sustainable Growth

Promoting a 'sustainable approach' to growth:

Supporting delivery of the Council's Environmental Strategy through encouraging businesses, residents, visitors and organisations across Cheshire East to reduce their carbon footprint and to protect and enhance our natural environment.





Working for a brighter future together

Version
Number: 2.0

Key Decision: Y

Date First Published:
11/11/19

Cabinet

Date of Meeting: 4/2/20

Report Title: Well Managed Highway Infrastructure

Portfolio Holder: Brian Robert - Portfolio Holder for Highways and Waste

Senior Officer: Frank Jordan - Executive Director - Place

1. Report Summary

- 1.1. The national guidance to which the Council aligns its highway policies and operational procedures has been updated by the release of the 'Well Managed Highway Infrastructure Code of Practice.' (WMHI)
- 1.2. Alignment of the key policies outlined in this report with the recommendations of WMHI will see actionable 'pothole' defects identified for treatment at a shallower depth, particularly reducing risk to cyclists and pedestrians. The introduction of these policies will see the better allocation of resource to address winter issues.
- 1.3. This report seeks approval from Cabinet to adopt changes to the following policies and plans to ensure that they align with this national code of practice.
 - 1.3.1. Highway Safety Inspection Policy
 - 1.3.2. Code of Practice for Highway Safety Inspections
 - 1.3.3. Winter and Adverse Weather Policy
 - 1.3.4. Adverse Weather Plan
 - 1.3.5. Cheshire East Highway Resilient Network Strategy
- 1.4. Approval to these changes would enable the Council to fulfil its key statutory duties in keeping the highway network safe for all road users.

OFFICIAL

2. Recommendations

That Cabinet:

- 2.1. Approves the adoption of the Resilient Network Approach to Highway Safety Inspections.
- 2.2. Approves the adoption of the Highway Safety Inspection Policy 2020, Code of Practice for Highway Safety Inspections 2020, the Winter & Adverse Weather Policy 2020, Adverse Weather Plan 2020/21 and the Cheshire East Highways Resilient Network 2020.
- 2.3. Delegates authority to the Director of Highways and Infrastructure in consultation with the Portfolio Holder for Highways and Waste to make minor operational changes to the Highway Safety Inspection Policy, Code of Practice for Highway Safety Inspections, the Winter & Adverse Weather Policy, Adverse Weather Plan and the Cheshire East Highways Resilient Network Strategy from time to time and as appropriate.

3. Reasons for Recommendations

- 3.1. The guidance 'WMHI' was commissioned by the Department for Transport (DfT). It is not a statutory requirement to comply with this Code; however, it is recommended that the Code is adopted into the Council's practice for the following reasons:
- 3.2. The guidance has been identified by the DfT as being best Practice and is seen as a more efficient way to prioritise the highway network for all highway users.
- 3.3. The DfT have made it clear that future maintenance funding will be linked to compliance with this new Code.
- 3.4. Under the Highway Service Contract the contractor is responsible for the management of all aspects of third party claims and indemnifies the Council against all third party claims that arise out of a failure to provide a service. As such, the failure to maintain an up to date Policy in line with the new Code could leave the Council liable.

4. Other Options Considered

- 4.1. The Council could opt to continue with its current systems for inspections and winter maintenance. However, they do not fully address the risk management approach outlined in the revised Code of Practice.
- 4.2. The Department for Transport have expressed a desire to tie elements of future funding to the implementation of the recommendations of The Code. Failure to adopt the recommendations would likely result in a reduction in funding from Central Government.

5. Background

- 5.1. The documents which form the basis of this report represent the first of the highway service policies and procedures to be reviewed in light of WMHI. The remaining highway service documents are to be reviewed as part of a rolling programme.
- 5.2. In 2016 under the direction of the Department for Transport, the UK Roads Liaison Group replaced the highway management guidance document, Well Maintained Highways with Well Managed Highway Infrastructure.
- 5.3. The revision of national guidance documents has resulted in the Council undertaking a root and branch examination of the policies and processes that it uses to manage the network.
- 5.4. The review identified a number of areas where changes are required to ensure best practice is being delivered. The documents reviewed under this cabinet report cover winter service, highway safety inspections and the resilient highway network.

Network Hierarchy

- 5.5. The Code recommends the development of a Network Hierarchy in order to prioritise areas of the network in accordance with their expected use, resilience and local economic and social factors such as industry, schools, hospitals etc. The approach recommended in The Code looks to move away from the traditional prioritisation of the network by road classification i.e. A, B and C etc. The proposed Network Hierarchy can be found in Appendix 2.
- 5.6. Under the proposed approach, in order to better manage risk, the travelling public will notice busier parts of the highway network receiving greater priority.
- 5.7. The proposed approach will be reviewed regularly to consider additions to the network such as Congleton Bypass. The addition of new roads will change driver behaviour and as such will amend the Network Hierarchy. The proposed approach will also help pave the way for new technologies which will help to deliver a better understanding of highway usage and user needs.
- 5.8. Under the proposed approach, the greatest priority in the Network Hierarchy is afforded to the Resilient Network.

Resilient Network

- 5.9. Following the severe weather of 2013/14 the Government commissioned the Transport Resilience Review which was published in July 2014. A key finding of the review was the need for local councils to identify a resilient network to which they give priority, in order to maintain economic activity in times of extreme weather or during disruptive events.

- 5.10. Currently the Council delivers a Resilient Network in line with the current Adverse Weather Plan. This has been reviewed and revised in light of the new Code. The proposed roads shown in Table 1 have been identified as forming an appropriate Resilient Network:

CEC Roads Identified for Resilience			
A34	A5020	A530	A538
A49	A5024	A532	A54
A50	A5033	A533	A555
A500	A51	A534	A556
A5015	A523	A536	A6
A5016	A525	A537	

Table 1 – Proposed Resilient Network

- 5.11. A Resilient Network map together with the Resilient Network Strategy can be found in Appendix 3.
- 5.12. The proposed Resilient Network consists of the most important routes in the Borough in terms of connectivity and accessibility and also includes the roads used by Highways England as Emergency Diversion Routes and Advanced Diversion Routes.
- 5.13. The Resilient Network will be regularly reviewed to identify areas for inclusion or removal as the Network Hierarchy evolves over time.

Highway Safety Inspection Code of Practice and Policy

- 5.14. The proposed Network Hierarchy seeks to amend the current safety inspection frequencies in order to better address risk. When considering appropriate inspection frequencies of the Network Hierarchy, two options have been considered:
- 5.14.1. **Option 1: A Minimal Change Approach to Highway Safety Inspections:** This approach proposes the network prioritisation shown in Appendix 4 and is broadly comparable to the system currently operated under the guidance offered in Well Maintained Highways.
- 5.14.2. **Option 2: A Resilient Network Approach to Highway Safety Inspections:** This approach, detailed in Appendix 4, looks to prioritise resources on the network in terms of risk and importance. With Special Interest Areas (high footfall areas) and the Resilient Network receiving the greatest number of safety inspections.
- 5.15. The proposed approach would see 843km of the most heavily trafficked roads in the Borough receive an increase in inspection frequency and 516km of lesser used routes receiving a lower inspection frequency. Under

the proposals, the most important roads in the Borough would receive inspections every month, whereas under the existing arrangements this is undertaken every two months. The Resilient Network Approach better aligns with the inspection regimes of our neighbouring authorities, a key requirement of the new Code.

- 5.16. It is recommended that the Resilient Network Approach is adopted as this aligns closely to the recommendations in The Code and will help to mitigate risk on the network.
- 5.17. Under the proposed approach, in some low risk areas it may take longer for the Council to identify defects; however, members of the public will still be able to report defects that they come across on the highway network, either through the contact centre or the Council's online reporting tool.

Response Times and Investigatory Levels

- 5.18. The proposed approach sees a revision to the response times to the repair of defects. The current code of practice, aims to address the most dangerous actionable defects within 1.5 hours and less dangerous actionable defects within 5 days. The proposed code of practice aims to address emergency defects in 1 hour during the working day and 1.5 hours outside of working hours; however, defects that pose a lesser risk to the traveling public will be repaired between 2 and 20 working days from the point of identification by an inspector. Some defects may be identified to be rectified beyond this if they are covered as part of a programme of works depending on the risks. This will primarily be through larger patching schemes.
- 5.19. The move to this new way of working will mean that works will be able to be programmed with greater efficiency and planning meaning more permanent long term repairs can be delivered. This should, with adequate maintenance funding, reduce the number of defects on the network.
- 5.20. The proposed approach would see intervention levels revised to investigatory levels. Under the current approach defects are actioned at the specific intervention level. Under the proposed approach defects are risk assessed at the investigatory level to determine the risk they pose to the public. Table 2 shows the proposed investigatory levels.

Defect	Intervention Level under the Current Policy and Code	Investigatory Level Under the Proposed Policy and Code
Pothole	50mm	40mm
Localised carriageway edge deterioration	100mm	80mm
Footway/Cycleway defect	25mm	20mm
On carriageway marked cycle lane defect	50mm	20mm

Table 2- Comparison of intervention and investigatory levels

- 5.21. The proposed use of investigatory levels should see individual actionable defects on the carriageway for a reduced amount of time and this would reduce the level of risk to the travelling public. In addition, the reduced investigatory levels should reduce the amount of unseen long term damage a defect inflicts upon the asset.
- 5.22. Approval of the proposed approach to Highway Safety Inspections would see the new way of working implemented by June 2020.
- 5.23. Details of the proposed Highway Safety Inspection Policy and Highway Safety Inspection Code of Practice can be found in Appendix 5.

The Winter and Adverse Weather Policy and Plan

- 5.24. Currently the winter service is delivered in accordance with Well Maintained Highways. The routes treated date back to the days of Cheshire County Council.
- 5.25. At present, the Council treats around 1120km of the 2700km network (41%).
- 5.26. The Council also engages in cross boundary agreements where roads in other council's areas are treated in return for the treatment of roads in Cheshire East. These agreements are undertaken to deliver route efficiencies. The Council presently treats 58km of other councils' roads with 19km of the CEC network treated in return. Under the WMHI winter route optimisation exercise, these cross boundary routes will be reviewed and dialog has begun with the neighbouring authorities to discuss these changes.
- 5.27. The Code recommends that 'local policies and service levels should be developed as far as reasonably possible with users and key stakeholders and should also be based on a risk assessment to define the scope of the service'.

- 5.28. The proposed winter treatment network has been developed using a risk based process to take into consideration local risk factors including usage, local amenities, vulnerable users, public transport and local risks such as steep gradients, cold spots and other known local issues.
- 5.29. Each section of highway within the Borough has been risk assessed in line with the risk assessment pro-forma which can be made available upon request.
- 5.30. This approach ensures a uniform and consistent approach across the network.
- 5.31. As a result of the risk assessment process, 995km out of 2700km (37%) of the highway network has been identified as requiring routine winter treatment.
- 5.32. The proposed approach sees 103km of previously untreated roads added to the network. 892 km of previously treated roads remaining on the network and 230km of previously treated roads removed from the treated network.
- 5.33. Under the proposed approach the Council will retain the services of farm contractors, who in times of more extreme weather may be utilised to undertake winter maintenance to specific routes in the high east of the Borough.
- 5.34. The proposed approach to winter service will require a route optimisation exercise to ensure that the roads identified for treatment are included on driver routes that minimise vehicle mileage. It is likely that the route optimisation exercise will see a small number of roads added to the treated network to aid operational efficiency.
- 5.35. In addition, a grit bin risk assessment has been developed to assess the suitability of locations with regards to the siting of grit bins. This will help to provide communities with self help resources. A copy of the grit bin assessment form is available upon request.
- 5.36. Where roads have been removed from the treated network, a risk assessment will be undertaken to ascertain if a grit bin is required.
- 5.37. All existing grit bins will be assessed against the proposed grit bin risk assessment form to ascertain whether they should be on the network.
- 5.38. Approval of the proposed approach to winter service would see the new way of working implemented for the 2020/21 winter season.
- 5.39. Details of the proposed Winter and Adverse Weather Policy and Winter and Adverse Weather Plan along with the proposed treatment maps can be found in Appendix 6.

6. Implications of the Recommendations

6.1. Legal Implications

- 6.1.1. The recommendations of The Code are not statutory but provide highway authorities with guidance on highways management. Adoption of the recommendations within The Code is a matter for each highway authority, based on their own interpretation of local risks, needs and priorities. The Highways Act 1980 covers the legal elements of the management and operation of the road network within England and Wales and as such sets out the statutory duties of highway authorities. This includes the identification and rectification of defects and the provision of winter and adverse weather services. Further duties that the Highway Authority must address are covered under The Railways and Transport Safety Act 2003 and the Traffic Management Act 2004.

The implementation of a new way of working which is in accordance with WMHI should strengthen the Council's defence against third party claims under Section 58 Highways Act and would enable the Council to demonstrate that it is meeting its obligations relating to winter service under Section 41(1A) of the Highways Act 1980 (as amended by Section 111 of the Railways and Transport Safety Act 2003).

6.2. Finance Implications

- 6.2.1. The proposed approach to Highway Safety Inspections will see an increase in costs to cover the additional Safety Inspector and Driver/Inspector and the increase in defect repairs.
- 6.2.2. The proposed increase in service levels in the Highway Safety Inspection Service Area will be offset by the savings generated by the proposed changes to the winter service.
- 6.2.3. The new approach to comply with The Code is therefore expected to be cost neutral within the highway budget.

6.3. Policy Implications

- 6.3.1. In order to comply with the recommendations outlined in The Code, the Council's Highway Safety Inspection Policy and associated Code of Practice for Highway Safety Inspections and Winter & Adverse Weather Policy and associated Adverse Weather Plan have required updating. In addition a Resilient Network Strategy has been developed.
- 6.3.2. The above mentioned documents have been updated to adopt a new approach to the management of the highways asset that is risk focused and enables prioritisation of resource to address risks.

- 6.3.3. The reviewed approach to delivering highway services will help the Council to deliver the outcomes detailed in the 2017 - 2020 Corporate Plan, specifically Outcome 2 'Cheshire East has a strong and resilient economy', Outcome 4 'Cheshire East is a green & sustainable place' and Outcome 6 'A responsible, effective & efficient organisation'. Furthermore, the approach aligns with our Corporate Values of flexibility, innovation, responsibility, service and teamwork.
- 6.3.4. The adoption of the recommendations in this report will further help to deliver the aspirations of the Local Transport Plan (LTP).
- 6.3.5. Adoption of the proposed approaches would see an annual review of the Code of Practice for Highway Safety Inspections, Winter & Adverse Weather Plan and Resilient Network Strategy to ensure a dynamic approach to the evolution of the highway network.

6.4. Equality Implications

- 6.4.1. An Equality Impact Assessment has been completed and can be found in Appendix 7.

6.5. Human Resources Implications

- 6.5.1. The proposed increase in the frequency of inspection would increase staffing within our Highway Service delivery partner, Ringway Jacobs. This would include the need for 1 additional Highway Safety Inspector and 1 additional Driver/Inspector. An initial increase in defect repairs would require a corresponding increase in operational staff to deliver the works.
- 6.5.2. Some further training will be required for highways staff in order to implement the new way of working.
- 6.5.3. For the winter service, the number of drivers required is anticipated to reduce by between 6 and 12, some of these drivers are sourced through supply chain partners who deliver the service as an additional duty, hence this will not result in redundancies.

6.6. Risk Management Implications

- 6.6.1. The approach to safety inspections may see some defects existing on lesser used roads for a longer length of time after identification. However the move to a 40mm investigation level from the current 50mm intervention level is likely to mitigate this and should reduce the overall risk to the travelling public.
- 6.6.2. The approach to winter service has seen the removal of some roads from the winter treatment routes and the addition of others, this has been undertaken in accordance with the guidance provided in The Code and thus

has seen a risk based approach to the inclusion of roads to the treated network.

- 6.6.3. The removal of some roads from the winter treatment network could increase the risk of accidents on the network; however, the risk assessment process adopted should mean this is a manageable risk.
- 6.6.4. The application of road salt to a highway doesn't give an absolute guarantee that the road will remain free from ice and as such drivers should still drive to the weather conditions.
- 6.6.5. The reduction in winter fleet drivers is likely to result in less driver resilience during times of extreme weather.
- 6.6.6. A risk matrix relating to this report can be found in Appendix 8.

6.7. Rural Communities Implications

- 6.7.1. 57% of the Cheshire East highway network is classed as rural serving over half of our population. The rural highway network is vital to the economy of the Borough.
- 6.7.2. The risk based approach to highway maintenance sees resources prioritised by road usage, risk and nature of the network and as such lesser used low risk routes may receive lower prioritisation than busier high risk main routes.
- 6.7.3. The removal of some of the rural roads may make access to some rural businesses and communities difficult during snow and icing conditions; however, the proposed assessment of the removed roads for a grit bin could help to mitigate this.

6.8. Implications for Children & Young People/Cared for Children

- 6.8.1. The new way of working considers levels of service where facilities serving children and young people are located.

6.9. Public Health Implications

- 6.9.1. The new code of practice considers key infrastructure needs to promote sustainable modes of travel.
- 6.9.2. The new proposals also consider the LTP and as such look to reduce risks to walkers and cyclists and as such should reduce the risk of trips and falls.

6.10. Climate Change Implications

- 6.10.1. The suggested approach to WMHI could reduce the climate impact of the service area by helping the Council implement longer lasting highway repairs and hence use less construction materials.

- 6.10.2. A further climate impact reduction could be achieved as a result of reducing the amount of salt spread on the highway and the distances travelled by the gritting fleet.

6.11. Ward Members Affected

- 6.11.1. All wards and all ward members are affected by the implications of The Code.

7. Consultation & Engagement

- 7.1. The approach to The Code has been discussed with the Environment and Regeneration Overview and Scrutiny Committee on the 18/06/18, 15/10/18 and 15/07/19.
- 7.2. From 2nd July to 27th August 2018 Cheshire East Council consulted on a number of draft policies in relation to Highway Safety Inspections and Winter Service activities. Respondents were provided with a summary of the five documents listed below:
- Draft Highways Inspection Policy
 - Draft Code of Practice for Highways Safety Inspections
 - Examples of the Old and New Inspection Process
 - Draft Winter and Adverse Weather Policy
 - Winter and Adverse Weather Plan Consultation 2018
- 7.3. The approach to community engagement was guided by the Council's Research and Consultation Team.
- 7.4. The details of the consultees can be found in Appendix 9.
- 7.5. The Well Managed Highways consultation was advertised through the Cheshire East Council website and through social media, paper copies were made available at all Cheshire East libraries and at key contact centres.
- 7.6. The consultation was pushed through social media and was pushed to 3583 Twitter accounts. The Council retweeted the consultation four times.
- 7.7. In total, 93 responses were received from a variety of interested parties including local residents, town/parish Councillors and voluntary/community organisations. A report on the public consultation can be found in Appendix 10.
- 7.8. As a result of the consultation with Environment Regeneration and Overview Scrutiny Committee and the public consultation. The following amendments were made to the documents and proposed ways of working:

Highway Inspection Code of Practice and Policy

- 7.9. Further consideration was given to cyclists and motorcyclist, and investigatory levels in on carriageway cycle lanes were revised from 40mm to 20mm.

Winter and Adverse Weather Plan

- 7.10. More information was added to the document around self-help.
- 7.11. A scoring factor was added to the risk assessment process to consider the National Cycle Network.
- 7.12. Consideration is being given to the way the Council communicate during weather events.

Resilient Highway Network

- 7.13. An additional consultation was carried out with regards to the Resilient Network. Details of the consulted stakeholders can be found in Appendix 9.
- 7.14. A limited response to the Resilient Network consultation was received, with only 3 responses received through the consultation web page. However, further to a meeting held with the Lead Emergency Planning Officer comments were received from the emergency services.
- 7.15. Comments were also received from Highways England and as a result their emergency and planned diversion routes were added to the Resilient Network.

Area Highway Groups

- 7.16. At the Environment and Regeneration Overview and Scrutiny Committee on 15/07/19 it was agreed that the proposed winter treatment network should be consulted on with the Area Highway Groups (AHG). As a result over the summer and early autumn each AHG was visited and given opportunity to comment on the roads that are proposed to be gritted in their areas. The AHGs suggested roads which they felt should be included on the treated network. The roads highlighted had the risk assessment process repeated and in some instances roads were added in. Details of these roads can be found in Appendix 11.
- 7.17. Following on from the AHGs a further update regarding the AHG comments was presented to Environment and Regeneration Overview and Scrutiny Committee on 20/01/20.

8. Access to Information

- 8.1. All supporting documents to this report can be found in the Appendices.

8.2. List of Appendices:

Appendix 1 – Legislation, Guidance and Local Documents
Appendix 2 - Proposed Network Hierarchy
Appendix 3 - Resilient Network Strategy and Map
Appendix 4 - Inspection Frequency Options
Appendix 5 - Highway Safety Inspection Policy and Code of Practice
Appendix 6 - Winter and Adverse Weather Policy and Plan
Appendix 7 - Equality Impact Assessment
Appendix 8 – Risk Register
Appendix 9 - Public Consultation Consultee List
Appendix 10- Well Managed Highway Infrastructure –Summary of Results
Appendix 11 - Area Highway Group Comments

All appendices are available electronically by contacting Sarah Baxter via:
Sarah.Baxter@Cheshireeast.gov.uk

9. Contact Information

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

Name: Matthew Davenhill

Job Title: Contract Asset Manager

Email: matthew.davenhill@cheshireeast.gov.uk

Well Managed Highway Infrastructure Winter Service Update

January 2020

Working for a **brighter future** together



Environment Regeneration Overview and Scrutiny Committee

- WMHI was last brought to Environment Regeneration Overview and Scrutiny Committee on 15/07/19.
- At the meeting it was decided to present the proposed winter 2020/21 gritting routes to the Local Area Highway Groups (AHG) for comment.
- Between August and October each AHG was consulted and Members were invited to provide feedback on the proposals.

Recap of the Assessment Criteria

- Main arterial roads in the Borough are included in the gritting routes by default.
- These roads include:
 - Roads which are categorised as Resilient Network, Strategic Routes, and Main Distributors.
 - All B roads categorised as Secondary Distributors.
- The remaining network has been risk assessed against a criteria.

Area Highway Groups – Engagement Process

- A presentation was given to each AHG showing the proposed 2020/21 gritting routes.
- Each group were invited to identify local roads that should be considered for inclusion on the proposed treated network.
- These local roads were reassessed against the criteria in light of the consultation feedback and a number of roads were added.
- Along side analysis of the AHG comments, the highways team conducted a route validation exercise resulting in:-
 - Roads being added to the proposed network to create efficient routes.
 - A small number of roads being removed where school access points or bus routes had changed.
- Pending a final route optimisation exercise, the proposed treated network is around 995km compared to around 1120km this winter.
- The proposed network is likely to slightly increase following a full route optimisation.

List of Those Roads Proposed by AHGs

<u>Congleton AHG</u>	<u>Macclesfield AHG</u>	<u>Nantwich AHG</u>	<u>Wilmslow AHG</u>
Moss Lane	Havannah Lane	Queens Drive	Lincoln Road
Church Bank	School Lane	Monks Lane	Tudor Road
<u>Crewe AHG</u>	Dark Lane	<u>Poynton AHG</u>	Heyes Lane
	Longbutts Lane		Hough Lane
	Gawsworth Road		Chapel Road
Colleys Lane	Byrons Lane	Brookledge Lane	Mottram Road
Wistaston Green Road	Ridge Hill	Shrigley Road	Chorley Hall Lane
Weston Lane	Church Lane	Mill Lane	Trafford Road
Broughton Road	High Street	Anson Road	
Mablins Lane	Lord Street	Counting House Road	
Maw Green Lane	Chancery Lane	Chantry Road	
Selworthy Drive	Moss Brow	Redhouse Lane	
		Light Alders Lane	

AHG Roads Added to the Proposed Network Post Re-assessment

Road Name	Parish
Wistaston Green Road	Wistaston
Byrons Lane	Macclesfield
Ridge Hill	Sutton
Church Lane	Sutton
High Street	Bollington
Lord Street	Bollington
Chancery Lane	Bollington
Moss Brow	Bollington
Queens Drive	Nantwich
Monks Lane	Nantwich
Brookledge Lane	Adlington

Roads added/removed as a result of route validation process

<u>Congleton</u>	<u>Crewe</u>	<u>Nantwich</u>
Lodge Road* Removed - school access provide by another road	Wistaston Green Road – Also identified by AHG	Marsh Lane
Leek Road	<u>Knutsford</u>	Bunbury Road
Moss Road -Congleton	Mobberley Road	Baddiley Lane
Fern Crescent	Cow Lane	Bunbury Lane
Hutton Drive	Parkgate Lane	Vicarage Lane
Borough Road	Haig Road	Bowes Gate Road
Burns Road	Hobcroft Lane	Long Lane
Coronation Road	Pepper Street	Waterside Road
Edinburgh Road	Small Lane	Redhouse Lane
Woolston Road	Church Lane	Waterside Road
Festival Drive	Old Hall Lane	Wilmslow Old Road
Falmouth Road		Queens Drive – Also identified by AHG
Astbury Lane Ends	<u>Macclesfield</u>	
Boundary Lane	Church Street	<u>Poynton</u>
Cross Lane	Chancery Lane- Also identified by AHG	Brookledge Lane
Lamberts Lane	High Street – Also identified by AHG	Macclesfield Road
Linksway	Lord Street –Also identified by AHG	Waterside Lane
Lenthall Avenue	Moss Brow- Also identified by AHG	Redhouse Lane
Giantswood Lane - Hulme Walfield	Gawsworth Road *Removed section no longer bus route	Wilmslow Old Road
Peel Lane	Byrons Lane	
Moss Road	Church Lane	
Giantswood Lane- Somerford	Ridge Hill	
Hall Green Lane	Clough Road	
Moss Lane – Sandbach-Also identified by AHG		

Working for a brighter future  together

Next Steps

- Approval will be sought from Cabinet to:
 - Adopt the proposed policies and documents associated with WMHI.
 - Delegate authority to implement minor policy changes to the Director of Highways and Infrastructure in consultation with the Portfolio Holder for Highways and Waste.
- The service changes will be implemented for the 2020/21 winter season.

Environment and Regeneration Overview and Scrutiny

Date of Meeting: 20 January 2020

Report Title: Place Performance Scorecard 2019/20 Quarter 2

Portfolio Holders: Cllr T Fox - Planning

Cllr N Mannion – Environment and Regeneration

Cllr B Roberts – Highways and Waste

Cllr M Warren - Communities

Senior Officer: Executive Director-Place

1. Report Summary

- 1.1. The report and the attached scorecard provides an update on the latest available performance data for the Place Department for 2018/19 (relating to quarter two)

2. Recommendation

- 2.1. That the Scorecard be received and noted for information.

3. Reasons for Recommendation

- 3.1 It is good practice to present an update on the performance issues relating to the department on a quarterly basis.

4. Other Options Considered

- 4.1. There are no further options to consider.

5. Background

- 5.1 The Place Department Scorecard was developed and launched in 2017/18, following engagement at directorate management team level and review by the Corporate Leadership Team. It was first presented to the Environment and Regeneration Overview and Scrutiny as a year-end Scorecard in June 2018.
- 5.2 The Scorecard provides an accessible summary of performance against targets within the Place Department. The key performance indicators included in the Scorecard support delivery of individual Team Plan objectives across the

department, and contribute to overall monitoring of the Council's journey towards achieving its six corporate Outcomes.

6. Implications

6.1. Legal Implications

6.1.1. There are no legal implications arising from this report.

6.2. Finance Implications

6.2.1. Regularly reporting Scorecards is managed within the directorate and the Finance & Performance Team and is covered from existing budgets. Changes to performance requirements, or reacting to current performance levels will be recorded within relevant Team Plans and any associated budgetary impact will be included in the annual Business Planning Process or reported as part of the quarterly performance reporting cycle to Cabinet.

6.3. Equality Implications

6.3.1. There are no equalities implications arising from this report.

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. The directorate performance reporting process supports the Council's wider performance management arrangements and provides opportunities for the Council to identify and focus on areas for improvement to support achievement of its strategic ambitions. Timely performance reporting mitigates risk of the Council not achieving its outcomes by providing the opportunity to review performance outputs and trends, identify areas for improvement, and introduce corrective and/or proactive actions wherever necessary to address areas of poor - or under - performance.

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 are no direct 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 at this stage.

7. Ward Members Affected

- 7.1. Performance measures from Directorate Scorecards form a supporting role in production of the quarterly performance reports to Cabinet. The Directorate Scorecard approach enhances the process of performance reporting to Members.

8. Access to Information

- 8.1. Background information 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: Frank Jordan

Job Title: Executive Director Place


Email: Frank.Jordan@cheshireeast.gov.uk

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Place Scorecard - 2019/20

PI Ref	Team	Service	Measure	Corporate Outcome	Polarity	Scorecard Category	Portfolio	Benchmark	Year-end 2018/19	Q1	Q2	Q3	Q4	Target 2019/20	RAG and Direction of Travel	Comments	Place Priority
PEN001	Environment and Neighbourhood Services	Development Management	Processing of Major planning applications within time	4	High is better	Service and Project Excellence	Planning	Establishing benchmark; ranked 2nd in the country in terms of volume of apps	94%	100%	95%			90%		Continued success with performance on major planning applications.	Place Managing
PEN002	Environment and Neighbourhood Services	Development Management	Processing of 'Non Major' planning applications within time	4	High is better	Service and Project Excellence	Planning	Establishing benchmark; ranked 2nd in the country in terms of volume of apps	91%	93%	90%			90%		Stable performance with the higher volume of smaller planning applications. Recruitment is required to fill existing vacancies if target performance is to be achieved and exceeded.	Place Managing
PEN006	Environment and Neighbourhood Services	Development Management	Average level of customer satisfaction with Planning	4	High is better	External	Planning	Under investigation	New measure for 2019/20	N/A	N/A		N/A	75%		New measure for 2019/20. Residents' Survey being carried out in Autumn 2019, with results anticipated in Q3.	Place Managing
PEN009	Environment and Neighbourhood Services	Strategic Planning	Net Housing growth in the Borough	4	High is better	External	Planning	N/A	3,062	N/A	N/A	N/A		1,800		Annual measure; 2017/18 final net figure of 3,062; an increase from the previous year's 2,321.	Place Making
PEN010	Environment and Neighbourhood Services	Regulatory Services & Health	% of inspections completed against the annual scheduled animal welfare inspection programme	5	High is better	Service and Project Excellence	Communities	N/A	81%	100%	100%			100%		All inspections required during the quarter were completed. The team are continuing to work with the new animal welfare legislation and the additional requirements that it has created for both businesses and the service itself.	Place Managing
PEN011	Environment and Neighbourhood Services	Regulatory Services & Health	% of Food Safety A-D inspections completed against the annual programme.	5	High is better	Service and Project Excellence	Communities	N/A	100%	81%	66%			100%		181/274 inspections scheduled for Q2 were completed. In addition those outstanding inspections (43) were completed. Q2 operated with 3 vacancies within the team and two other roles were only filled part way through the quarter. The service has also received two resignations that will take effect in Q3 although these are currently already advertised for recruitment. During this period our focus remains on the higher risk A-C premises and new premises where risk is unknown leaving D and E-rated premises to be picked up when resource allows. The service also completed 22 school inspections as part of the ChESS 'paid for inspections' scheme. The food standards inspection programme is ongoing - 62% (8/11) High risk inspections for the full year have already been completed and 27% of the Medium risk inspections for the full year have been achieved.	Place Managing
PEN012	Environment and Neighbourhood Services	Regulatory Services & Health	The % of Food Safety E rated premises that receive intervention activity	5	High is better	Service and Project Excellence	Communities	N/A	76%	70%	46%			100%		31/68 scheduled inspections of E rated premises were completed = 46%. Work was also completed on the backlog of E-rated premises with 46% of the 2019/20 total (242) having the relevant intervention.	Place Managing
PEN014	Environment and Neighbourhood Services	Regulatory Services & Health	Total number of Air Quality Management Areas in Cheshire East	4	Low is better	Service and Project Excellence	Communities	N/A	17	17	17			17		Work is currently ongoing with respect to the declaration of two further Air Quality Management Areas within Cheshire East. Consultation has been completed the relevant ODR's have been signed and these will now be passed to legal services for ratification.	Place Managing
PEN015	Environment and Neighbourhood Services	Regulatory Services & Health	% of Air Quality Management Areas with an associated Air Quality Action Plan	4	High is better	Service and Project Excellence	Communities	N/A	100% (Draft)	100% (Draft)	100%			100%		The CE Action Plan has been produced and approved by Defra. This includes all 17 AQMA's bringing performance to 100%.	Place Managing
PEN016	Environment and Neighbourhood Services	Neighbourhood Services	Number of visitors to libraries (Cumulative data)	1	High is better	External	Communities	CEC Data	1,443,113	341,298	741,118			1,500,000		Q2 saw an increase in visitors compared to the previous quarter, and also compared to the mid-year point in 2018/19 (when numbers stood at 734,136). Additionally, the number of Cheshire East Children participating in the Reading Agency's national Summer Reading Challenge this year was 7,262 an increase of 11.2% on the previous year and our best year to date.	Place Managing
PEN017	Environment and Neighbourhood Services	Neighbourhood Services	Average level of customer satisfaction with Libraries	1	High is better	External	Communities	Under investigation	New measure for 2019/20	N/A	N/A		N/A	75%		New measure for 2019/20. Residents' Survey being carried out in Autumn 2019, with results anticipated in Q3.	Place Managing
PEN018	Environment and Neighbourhood Services	Neighbourhood Services	Increase usage of Council-owned Leisure Facilities by 1% per year (Cumulative data)	5	High is better	External	Communities	CEC Data	3,607,231	929,488	1,786,656			3,643,303		Q2 performance was a slight decrease on Q1, though an increase on the 1.75m recorded at mid-year in 2018/19, and ahead of the targeted annual 1% increase.	Place Managing
PEN021	Environment and Neighbourhood Services	Neighbourhood Services	Average level of customer satisfaction with Leisure Services	5	High is better	External	Communities	Under investigation	80%	N/A	N/A		N/A	80%		2018/19 Baseline Year. Target of >80% for 2019/20 (survey in Autumn 2019)	Place Managing
PEN022	Environment and Neighbourhood Services	Environmental Services	Residual household waste collected per household (kgs)	4	Low is better	Service and Project Excellence	Highways and Waste	Q2 Mean across 43 authorities in LG Inform Benchmarking: 111kg	492kg (Awaiting EA approval)	125kg (Estimate)	120kg (Estimate)			<530kg		Draft performance subject to DEFRA approval. The amount of residual waste per household remains relatively constant between 120-125 tonnes per household per quarter	Place Managing
PEN023	Environment and Neighbourhood Services	Environmental Services	% household waste recycled, reused and composted	4	High is better	Service and Project Excellence	Highways and Waste	Under investigation	52% (Awaiting EA approval)	57% (Estimate)	55% (Estimate)			Exceed national target of 50%		Draft performance subject to DEFRA approval. Our recycling rate continues to be above the national target for 2020 and will be increasing in q4 when food waste is collected in the garden bin.	Place Managing
PEN024	Environment and Neighbourhood Services	Environmental Services	% of household waste sent for energy recovery	4	High is better	Service and Project Excellence	Highways and Waste	Under investigation	42% (Awaiting EA approval)	40% (Estimate)	40% (Estimate)			45%		Draft performance subject to DEFRA approval. 95% of our residual waste goes to energy from waste which is around 40% of all the waste we manage. This represents a significant change in our waste management with landfill reduced to a minimum	Place Managing
PEN025	Environment and Neighbourhood Services	Environmental Services	We will increase the tonnage of materials re-used by 1% per year	4	High is better	Service and Project Excellence	Highways and Waste	Under investigation	1,480 tonnes (Awaiting EA approval)	399 tonnes (Estimate)	400 tonnes (Estimate)			1% higher than previous year (1,495 tonnes)		2018/19 outturn updated following year-end reporting based on updated EA figures. Draft performance Q2 subject to DEFRA approval. Reuse at our household waste recycling centres and by our third sector partner continues to slowly increase.	Place Managing
PEN026	Environment and Neighbourhood Services	Environmental Services	Average level of customer satisfaction with Waste Management	4	High is better	External	Highways and Waste	Under investigation	New measure for 2019/20	N/A	N/A		N/A	75%		New measure for 2019/20. Residents' Survey being carried out in Autumn 2019, with results anticipated in Q3.	Place Managing
PIH001	Infrastructure and Highways	Strategic Infrastructure	Delivery of the capital programme on time and on budget	2	High is better	Service and Project Excellence	Highways and Waste	N/A	71% (5 out of 7)	0	0			100% (5 out of 5)		This indicator measures actual progress against planned progress across the Major (>£5m) Highway Schemes. All 5 reviews are planned for the second half of the financial year due to the programme of the individual schemes, and so amber rating assigned at mid-year: <ul style="list-style-type: none">• Poynton Relief Road – Stage D gateway review required following appointment of Contractor (Late 2019)• Crewe Green Roundabout – Stage F gateway review required 1 year post opening (November/December 2019)• LISP (The Hill/ Leadsmithey/A50-A54) – Key decisions review required on receipt of the options report from Ringway Jacobs (due December 2019/January 2020)• North West Crewe Package – Key decisions review required on the programme (Late 2019)• A500 Dualling – Key decisions review required due to delayed DfT decision – Feb 2020	Place Making

PI Ref	Team	Service	Measure	Corporate Outcome	Polarity	Scorecard Category	Portfolio	Benchmark	Year-end 2018/19	Q1	Q2	Q3	Q4	Target 2019/20	RAG and Direction of Travel	Comments	Place Priority
PIH004	Infrastructure and Highways	Highways Contract Management	Average level of customer satisfaction with Highway service	2	High is better	External	Highways and Waste	NHT Annual Survey	46%	N/A	47%	N/A	N/A	TBC	😊	<p>This year, NHT sent out over 406,000 questionnaires on behalf of 110 authorities across the country. From the 5,000 surveys sent out by NHT on behalf of Cheshire East, the Council received 1,437 responses, a rate of 29%. Overall satisfaction increased by 1% to 47%; however, compared against other authorities, this is low, with the average overall NHT satisfaction rate being 53%.</p> <p>The survey consists of six themes, however not all themes are relevant to the Highways service: Accessibility, Public Transport, Walking & Cycling, Tackling Congestion, Road Safety and Highway Maintenance. With this in mind, this year in the Highway Service Contract's Performance Management Framework, the measure PI 5.1 'Customer Service within Highways Service' is based solely on the 45 Key Benchmark Indicators (KBI's) of which the Highways Service has control. It is thought that the increased satisfaction could be attributed to one or all of the following factors:</p> <ul style="list-style-type: none"> The service has adopted a strategic approach to carriageway patching to address 'pothole farms' and problem areas. A greater level of investigation is now undertaken to ensure that the right treatment is implemented, at the right place and at the right time. In addition, the Council has changed the materials that it uses, increasing the durability of repairs. The £4.6m pothole fund awarded by the Department for Transport. This year within our Performance Management Framework we have included a Service Indicator to monitor the Network Average Speed using data provided annually by the Department for Transport (DfT). The DfT reports on the average speed on local A-roads in England, of which 32 routes fall within the Cheshire East network. In 2018, the average speed across the 32 locations was 28.5mph, a 0.6% increase from 2017's average of 28.3mph. <p>Recently the Council sent out a Residents' Surveys to households across Cheshire East. All questions asked as part of the NHT 'Highway Maintenance' theme have also been included in the survey. We will analyse the results to establish improvements or alternative ways of working based on this feedback. We are also hopeful that the data will allow the service to understand whether the responses to both surveys are consistent or whether there are different topics relevant to different areas within the Borough. A further update will be provided when results are available.</p>	Place Managing
PIH005	Infrastructure and Highways	Strategic Transport & Parking	Customer satisfaction with Parking Services and public transport	2	High is better	External	Highways and Waste	Under investigation	New measure for 2019/20	N/A	N/A		N/A	TBC	⚪	New measure for 2019/20. Residents' Survey being carried out in Autumn 2019, with results anticipated in Q3.	Place Managing
PIH006	Infrastructure and Highways	Strategic Transport & Parking	Average subsidy per passenger using local supported bus services	2	High is better	Service and Project Excellence	Deputy Leader	Under investigation	£2.30	N/A	N/A	N/A		£2.10	⚪	New measure for 2019/20, reported annually.	Place Managing
PIH007	Infrastructure and Highways	Highways Contract Management	% repudiation of highways insurance claims	2	High is better	Service and Project Excellence	Highways and Waste	Under investigation	94%	94%	97%			94%	😊	The repudiation rate has increased to 97%. This increase can be attributed to the reduced number of claims received over the Summer period.	Place Managing
PIH009	Infrastructure and Highways	Highways Contract Management	Percentage of actionable carriageway & footway defects identified by Safety Inspectors in comparison to notifications from other reporting routes	2	High is better	Service and Project Excellence	Highways and Waste	No direct benchmarking. Performance monitored at monthly Ops Board meetings	75.9%	76.3%	75.7%			76%	😞	<p>During Q1, 6,186 out of 8,108 (76.3%) actionable defects on the network were identified by the Safety Inspectors during the programmed routine inspections of the network in comparison to 1,922 (23.7%) of defects reported via other reporting channels.</p> <p>In Q2, 6,046 out of 7,987 (75.7%) actionable defects on the network were identified by the Safety Inspectors during the programmed routine inspections of the network in comparison to 1,941 (24.3%) of defects reported via other reporting channels. Figures include all actionable defects i.e. potholes, uneven flags, chipped kerbs etc.</p> <p>During Q1 and Q2, the Safety Inspectors have inspected 4,891 km of Cheshire East's network.</p>	Place Managing
PIH010	Infrastructure and Highways	Highways Contract Management	Potholes repaired within code of practice timeframes	2	High is better	Service and Project Excellence	Highways and Waste	CEH approved business plan.	96.6%	90%	90%			91%	😊	<p>The target of 91% is based on a review of the last three years data excluding mitigation.</p> <p>Out of the 8,034 potholes identified in Q1, 797 (10%) failed to be repaired within the appropriate timeframe. During this period, there were 6 working days of IT failures which affected the overall performance.</p> <p>Out of the 7,921 potholes identified in Q2, 786 (10%) failed to be repaired within the appropriate timeframe. During this period there were 9 days where server issues were experienced as well as the July and August weather events.</p>	Place Managing
PIH011	Infrastructure and Highways	Parking Services	Civil Enforcement Officer Penalty Charge Notices cancelled due to issuance errors (lower result is better) (Cumulative performance)	6	Low is better	Service and Project Excellence	Highways and Waste	2.0%	1.09%	0.71%	0.88%			<1.5%	😞	9,761 PCNs were issued during the first quarter and 86 were cancelled due to issuance errors.	Place Managing
PGE001	Growth and Enterprise	Estates (Assets and Farms)	Capital Receipts across assets and farms disposals (Cumulative data)	6	High is better	Finance and VFM	Environment and Regeneration	Against target	£4,808,789	£580,785	£3,806,966			£7,092,000	😊	The capital receipt target has been adjusted up from Q1 (£6,431,908) to £7.6m at Q2. Largest CR this quarter was Lincoln Hse at £1m	Place Managing
PGE002	Growth and Enterprise	Estates (Assets and Farms)	Income across non-operational assets and farms estates (Cumulative data)	6	High is better	Finance and VFM	Environment and Regeneration	Against target	£2,513,85	£881,072	£1,619,952			£2,135,209	😊	The target is going to be significantly overachieved as income includes £22.5k from Royal Arcade (not forecast and to be used to offset holding costs from delay in handing over to Developer) and as at Q2 £245k additional rent from investment portfolio (which is to be put in reserve to offset capital repayment costs that will take the future income below target).	Place Managing
PGE003	Growth and Enterprise	Strategic Housing	Home adaptations for older and/or disabled residents (Majors + Minors + Preventions) (Cumulative data)	5	High is better	Service and Project Excellence	Environment and Regeneration	Against target	2,361	624	1,293			2,100 (500 majors, 1,200 minors and 400 preventions)	😊	Q2 total of 669 is an increase on Q1 and comprises 143 major adaptations, 508 minor adaptations and 18 preventions. The cumulative mid-year total of 1,293 is significantly ahead of 913 at Q2 in 2018/19.	Place Making
PGE004	Growth and Enterprise	Strategic Housing	Increase the supply of new affordable housing	5	High is better	Service and Project Excellence	Environment and Regeneration	Against target	727	119	76 (195 cumulative)			355	😞	On track to meet the 2019/20 target at the mid-year stage.	Place Making
PGE005	Growth and Enterprise	Strategic Housing	Maintain the number of long-term empty homes in Cheshire East to less than 1%	5	Low is better	Service and Project Excellence	Environment and Regeneration	Against baseline	0.97%	N/A	N/A	N/A		<1%	😞	Annual target met in 2018/19.	Place Making
PGE006	Growth and Enterprise	Strategic Housing	Increase number of preventative and relief actions taken in order to reduce levels of homelessness in Cheshire East (Cumulative data)	5	High is better	Service and Project Excellence	Environment and Regeneration	Against target (Cumulative)	651 preventative	251	577			875	😊	The figure for Q2 prevention and relief positive outcomes was 326 [242 prevention / 84 relief].	Place Making
PGE007	Growth and Enterprise	Strategic Housing	Households helped to achieve affordable warmth (Cumulative data)	4	High is better	Service and Project Excellence	Environment and Regeneration	Against target (Cumulative)	311	87	121			500	😞	As anticipated, the mid-year position is lower than Q1, though this is a result of seasonal variations with this measure; Q3 and Q4 are always the busiest when people need their heating on, so amber performance RAG assigned at this stage. The Council has commissioned a service who we anticipate will result in us achieving an increase in figures in 2019/20 compared to the previous year.	Place Making
PGE008	Growth and Enterprise	Estates (Facilities Management)	Total cost of corporate office buildings	6	Low is better	Finance and VFM	Environment and Regeneration	Establishing benchmark	£1,613,022	N/A	N/A	N/A		£1,580,762	😊	<p>Delamere – £399,553 Cledford – £88,100 Macc Town Hall – £566,727 Municipal Crewe – £219,373 Westfields – £339,269</p> <p>The Facilities Management Team, both through its maintenance and improvement programme, seek to reduce energy and carbon emissions by the introduction of more energy efficient equipment, the introduction of combined heat and power (CHP) and photo voltaic (PV) technologies. PV has been installed on Westfields, Crewe Lifestyle Centre and the Environmental Hub and consideration is currently being given to other, suitable, buildings.</p>	Place Managing
PGE009	Growth and Enterprise	Estates (Facilities Management)	Carbon Management - CE Buildings - Reduction in tCO2 Emissions (Electricity & Gas)	4	Low is better	Service and Project Excellence	Environment and Regeneration	Against target	8,306 tonnes	7,975 tonnes	7,676 tonnes			8,322 tonnes	😊	Rolling 12-month performance figure, reported with quarter lag due to time needed to process billing. Q2 2019/20 result therefore a rolling 12-month figure ending Q1 2018/19. Consumption levels continue to reduce across the corporate estate helped partially by a mild winter. Also CO2 emission factors have reduced for electricity as higher volumes are generated via wind rather than from gas or coal power stations.	Place Managing
PGE012	Growth and Enterprise	Public Rights of Way	Protect CE rural and urban character through ensuring the ease of use of 80% of the Public Rights of Way	4	High is better	Service and Project Excellence	Environment and Regeneration	N/A	86%	N/A	N/A	N/A		>80%	😊	Annual measure. Adaptation of former Best Value indicator, based on a minimum 5% random sample of lengths of rights of way; 2018/19 performance was an increase on 2017/18.	Place Managing

PI Ref	Team	Service	Measure	Corporate Outcome	Polarity	Scorecard Category	Portfolio	Benchmark	Year-end 2018/19	Q1	Q2	Q3	Q4	Target 2019/20	RAG and Direction of Travel	Comments	Place Priority
PGE015	Growth and Enterprise	Visitor Economy	Overall growth in the Visitor Economy	2	High is better	Service and Project Excellence	Environment and Regeneration	Establishing benchmark	2017 (latest figures at August 2018) actual of £921m	N/A	2018 (latest figures at October 2019) actual of £963 m	N/A	N/A	£971m		<p>The value of the visitor economy in Cheshire East is on track to hit £1bn by 2020; an ambitious target set out in the Cheshire East Visitor Economy Strategy 2016-2020. (RAG rating based on 2020 target.)</p> <p>The latest figures show a 77.1% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2018 injected £207m into the hotel industry – an increase of 3.4% on the previous year, and figures show more people are staying overnight than ever before. The economic impact of day visitors also continues to surge to £712 m; an increase of 4.8% in 2018. Added to this, employment in the sector increased by 1.9% in 2018 to a record 11,780 FTEs (full time equivalents).</p> <p>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.</p>	Place Marketing

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FORWARD PLAN FOR THE PERIOD ENDING 30TH APRIL 2020

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

"an executive decision which is likely –

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

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

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

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

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

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

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

Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

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

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

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

Paul Mountford, 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 18/19-65 SMDA Infrastructure Procurement Strategy	<p>In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8th May 2018:</p> <p>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.</p>	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	<p>In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8th May 2018:</p> <p>To enter into a funding agreement (infrastructure agreement) with the principal landowner in respect of the Council's landholding at South Macclesfield Development Area.</p>	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	<p>In accordance with Chapter 2, Part 6, Paragraph 52 of the constitution of Cheshire East Borough Council dated 12th February 2019:</p> <p>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.</p>	Executive Director Place	Not before 19th Jun 2019			Fully exempt under para 3
CE 19/20-6 Care4CE	In connection with a strategic review of Care4CE, to seek approval to establish a wholly-owned community interest company (CiC), and to introduce new terms and conditions for new staff in the Single Legal Entity (SLE).	Cabinet	3 Dec 2019			Fully exempt - 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 19/20-26 Best4Business Update	To approve the revised Best4Business programme plan and associated budget impact.	Cabinet	3 Dec 2019			Part exempt - para 3
CE 19/20-27 Selective Licensing	To authorise officers to progress a two-staged approach to the implementation of a Selective Licensing scheme.	Cabinet	3 Dec 2019		Karen Carsberg, Strategic Housing and Intelligence Manager	N/A
CE 19/20-18 Review of Council Tax Support Scheme for 2020/21	To approve the Council Tax Support Scheme for 2020/21.	Council	19 Dec 2019		Liz Rimmer	N/A
CE 19/20-19 Supplementary Planning Document - Brooks Lane (Middlewich) Development Framework (Masterplan)	To consider representations received to the draft Brooks Lane (Middlewich) Development Framework (Masterplan) public consultation held in January and February 2019; subject to that, to approve the publication of the document as a Supplementary Planning Document.	Portfolio Holder for Planning	January 2020		Jeremy Owens	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 19/20-29 Revenues and Benefits Printing and Postal Service	To authorise offices to take all necessary actions to implement a contractual arrangement to facilitate the procurement and award of a contract for a printing and postal service to support the Revenues and Benefits billing functions.	Cabinet	14 Jan 2020		Paul Manning	N/A
CE 19/20-33 Control of Bovine TB on Council Land	To consider the actions required to manage Bovine TB on Council land.	Cabinet	14 Jan 2020		Andy Kehoe, Head of Assets and Regeneration	Part exempt - paras 3 & 5
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	January 2020		David Malcolm	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 19/20-17 Well-Managed Highway Infrastructure	To seek authority for the Executive Director Place, in consultation with the Portfolio Holder for Highways and Waste, to approve amendments to the Council's Highway Inspection Code of Practice and Adverse Weather Plan to ensure that they accord with the document ' Well-Managed Highway Infrastructure'.	Cabinet	4 Feb 2020		Paul Traynor	N/A
CE 19/20-28 Congleton Household Waste Recycling Centre	To consider proposals for household waste recycling provision.	Cabinet	4 Feb 2020		Ralph Kemp, Corporate Manager for Commissioning	Fully exempt - para 3
CE 19/20-30 A500 Dualling - Acquisition of Land	To authorise compulsory purchase powers for the acquisition of land and rights required for the construction of the scheme.	Cabinet	4 Feb 2020		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 19/20-37 ASDV Programme Review and 2020 Business Plan Endorsement	To consider a report of the ASDV Shareholder Committee on its strategic review of the 2020 business plans for Orbitas Bereavement Services Ltd., Transport Service Solutions Ltd. and ANSA Environmental Services Ltd.	Cabinet	4 Feb 2020		Vicki Godfrey	Fully exempt - para 3
CE 19/20-39 Staff Pay, Terms and Conditions	To consider a report on staff pay, terms and conditions.	Cabinet	4 Feb 2020		Sara Barker, Head of HR	Fully exempt - para 4
CE 19/20-40 Data Centre Local Area Network (LAN) and Hosting	To procure, via further competitions under the Crown Commercial Frameworks, call-off contracts with an appropriate accredited vendor for the purchase of new, replacement and support and maintenance Local and Wide Area Network equipment and Data Hosting services.	Cabinet	4 Feb 2020		Gareth Pawlett, ICT Manager	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 18/19-68 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, Director of Financial and Customer Services	N/A
CE 19/20-21 Site Allocations and Development Policies Document	To seek approval to submit the Publication Draft Cheshire East Site Allocations and Development Policies Document, along with its supporting evidence, for public examination.	Council	20 Feb 2020		Jeremy Owens	N/A
CE 18/19-54 Crewe Station Hub Area Action Plan - Publication Draft Plan	To seek approval for a further six week consultation period on the Crewe Station Hub Area Action Plan.	Cabinet	10 Mar 2020		David Malcolm	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 19/20-20 Highway and Infrastructure Schemes up to £5M in Value	To seek approval to deliver a number of highway and infrastructure schemes valued between £1M and £5M and to authorise the officers to take all necessary actions to implement the schemes.	Cabinet	10 Mar 2020		Paul Davies	N/A
CE 19/20-23 Crewe Hub Station - Project Development Output, Strategic Outline Business Case and Evidence Base	To approve the outputs of the Crewe Hub Station solutions stage project development work, approve the strategic outline business case for the enhanced Crewe Hub Station and its supporting evidence base and funding and financing strategy, progress the Hub station design to detailed design, and seek necessary Government commitments on funding.	Cabinet	10 Mar 2020		Hayley Kirkham	N/A
CE 19/20-24 Municipal Waste Management Strategy 5 Year Review	To consider the updated waste strategy and authorise officers to undertake consultation and, subject to the outcome of that consultation, any necessary actions to implement the strategy.	Cabinet	10 Mar 2020		Paul Bayley	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 19/20-34 North West Crewe Package Infrastructure Agreement	To seek authority to enter into an infrastructure delivery agreement and other necessary legal arrangements.	Cabinet	10 Mar 2020		Chris Hindle	N/A
CE 19/20-35 North West Crewe Package - Land Assembly	To seek authority to implement compulsory purchase order powers following further detail to allow the Council to make a fully informed decision and give proper consideration to the use of CPO powers.	Cabinet	10 Mar 2020		Chris Hindle	N/A
CE 19/20-38 Alliance Environmental Services Ltd. - Final Phase (3)	To approve the expansion of Alliance Environmental Services to include the delivery of street cleansing and horticultural and associated services on behalf of Staffordshire Moorlands District Council and High Peak Borough Council.	Cabinet	10 Mar 2020			Part exempt - 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 19/20-25 Cheshire East Carbon Action Plan	To receive the draft Carbon Strategy for the Council to achieve its carbon neutral aims by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint; and to authorise officers to undertake consultation and revise the strategy prior to its adoption and implementation.	Cabinet	7 Apr 2020		Ralph Kemp, Corporate Manager for Commissioning	N/A
CE 19/20-31 Proposed Expansion of Wilmslow High School	To seek approval for the proposed expansion of Wilmslow High School from 300 places year groups 7-11 to 360 places per year group for implementation from September 2022, having given due consideration to the response to the statutory proposal notice.	Cabinet	7 Apr 2020		Val Simons	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 19/20-32 Environment Strategy	To seek approval of the Environment Strategy following public consultation, and to delegate authority to the Portfolio Holder for Environment and Regeneration to make any further revisions to the Strategy.	Cabinet	7 Apr 2020		Paul Bayley	N/A
CE 19/20-36 Middlewich Eastern Bypass - CPO Powers to Acquire Revised Land for the Scheme	To authorise the use of compulsory purchase powers to acquire the land and rights required for the construction of the scheme, reflecting the revised land requirement that has now been established.	Cabinet	7 Apr 2020		Chris Hindle	N/A

Environment and Regeneration Overview and Scrutiny Committee

Date of Meeting: 20 January 2020

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: 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 are 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: Sarah Baxter

Job Title: Scrutiny Officer

Email: sarah.baxter@cheshireeast.gov.uk

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Date: 20.1.20 Time: 10.00am Venue: Committee suite, Westfields	Date: 10.2.20 Time: 10.00am Venue: Council Chamber, Crewe	Date: 16.3.20 Time: 10.00am Venue: Committee suite, Westfields
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<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolio</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Economic Strategy	To give consideration of the final draft following consultation before final decision by the PH.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Executive Director of Place and Acting Deputy Chief Executive	Pre-decision Scrutiny	Outcome 4 Cheshire East has a strong and resilient economy.	20 Jan 2020
Environment and Regeneration Performance Scorecard Q 2 – 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	Planning/Communities/Highways and Waste/Environment & Regeneration/Deputy Leader	Committee	Performance Monitoring	Outcome 2, 4 and 6 Cheshire East has a strong and resilient economy, Cheshire is a green and sustainable place, A	20 Jan 2020

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolio</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
						Responsible, Effective & Efficient Organisation.	
Well Managed Highways Infrastructure	To receive an update.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Committee	Pre-decision Scrutiny	Outcomes 2 and 4 Cheshire is a green and sustainable place. Cheshire East has a strong and resilient economy.	20 Jan 2020
Review of TSS Commissioning including Flexi-Link Service	To review the TSS Commissioning including Flexi-Link Service.	Executive Director of Place and Acting Deputy Chief Executive	Communities	Committee	Performance Monitoring	Outcome 2 Cheshire East has a strong and resilient economy.	10 Feb 2020
Update on Town	To receive an update.	Executive	Environment &	Committee	Performance	Outcome	10

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolio</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Centre Plans to include an item on Crewe Town Centre		Director of Place and Acting Deputy Chief Executive	Regeneration		Monitoring	2 Cheshire East has a strong and resilient economy.	Feb 2020
HS2/Crewe Station	HS2/Crewe Station	Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Committee	Pre-decision Scrutiny	Outcome 2 Cheshire East has a strong and resilient economy.	10 Feb 2020
Environment Strategy	To consider the draft Environment Strategy following consultation before a final decision is made.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Executive Director of Place and Acting Deputy Chief Executive	Pre-decision Scrutiny	Outcome 4 Cheshire is a Green and sustainable Place.	16 Mar 2020
Environment and Regeneration Performance Scorecard Q 3 – 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	Planning/Communities/Highways and Waste/Environment & Regeneration/Deputy Leader	Committee	Performance Monitoring	Outcome 2, 4 and 6 Cheshire East has a strong and resilient economy,	16 Mar 2020

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolio</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
						Cheshire is a green and sustainable place, A Responsible, Effective & Efficient Organisation.	

Possible Future Items/briefings notes

* Cleaner , Greener Crewe to include Fly tipping-June 2020

*Originally on the Corporate Overview and Scrutiny work programme but now moved to Environment Household Recycling-Date TBC

Discussions on areas that the Committee might want to look at in further depth resulting in the establishment of a task and finish group.