

Economy and Growth Committee Agenda

Date: Tuesday 12th July 2022
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

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

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

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

3. **Minutes of Previous Meeting** (Pages 3 - 8)

To approve as a correct record the minutes of the meeting held on 31 May 2022.

4. **Public Speaking/Open Session**

In accordance the Council's Committee Procedure Rules and Appendix on Public Speaking, set out in the Constitution, a total period of 15 minutes is allocated for members of the public to put questions to the committee on any matter relating to this agenda. Each member of the public will be allowed up to two minutes each to speak, and the Chair will have discretion to vary this where they consider it appropriate.

Members of the public wishing to speak are required to provide notice of this at least three clear working days' in advance of the meeting.

For requests for further information

Contact: Rachel Graves

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5. **Wilmslow Town Centre Business Improvement District** (Pages 9 - 44)

To consider the way the Council should vote in the Business Improvement District ballot and to ensure officers have appropriate delegations to complete ballot papers on behalf of the Council.

6. **2021/2022 Annual Performance Review - Growth and Enterprise**
(Pages 45 - 62)

To provide a review of the performance of the Growth & Enterprise department for 2021-22 working to the priorities and actions within the Council's Corporate Plan 2021-25.

7. **Work Programme** (Pages 63 - 66)

To consider the Work Programme and determine any required amendments.

Membership: Councillors S Brookfield, D Brown, J Clowes, M Goldsmith (Vice-Chair), P Groves, S Hogben, M Houston, D Jefferay, A Kolker, N Mannion (Chair), R Moreton, D Stockton and P Williams

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Economy and Growth Committee**
held on Tuesday, 31st May, 2022 in the Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor N Mannion (Chair)
Councillor M Goldsmith (Vice-Chair)

Councillors S Brookfield, J Clowes, P Groves, S Hogben, M Houston,
S Holland (for Cllr Brown), D Jefferay, A Kolker, R Moreton, D Stockton and
P Williams

OFFICERS IN ATTENDANCE

Peter Skates, Director of Growth and Enterprise
Paul Goodwin, Head of Financial Services
Adrian Leslie, Solicitor
Mandy Withington, Solicitor
Paul Mountford, Democratic Services

The Chair announced that Councillor Steve Hogben had replaced Councillor James Barber on the Committee. The Chair welcomed Councillor Hogben.

1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor D Brown. Councillor S Holland attended as substitute.

2 DECLARATIONS OF INTEREST

The Chair referred to a matter to be considered later in the meeting regarding the proposed disposal of land off Talke Road, Alsager.

A number of Members of the Committee had sat on the Southern Planning Committee meeting in 2015 that had determined the original outline planning application for the development of the land at Talke Road which was in the ownership of the Council. It was considered appropriate for those Councillors to make declarations citing such matters as they would wish to bring into the open and indicating whether they had pre-determined the outcome of the discussion on Talke Road.

The following councillors declared that they had been involved with the planning process for Talke Road but had not pre-determined the outcome of the decision to be taken at the Committee's meeting:

Councillor N Mannion
Councillor J Clowes
Councillor P Groves

Councillor S Hogben
Councillor A Kolker

Councillor P Williams stated for the record that he was a ward member for Alsager and an Alsager Town councillor and chaired the Town Council's Play Area and Open Spaces Working Group. Councillor Williams had had interactions with the Council and others on the subject of Talke Road, but declared that he had not pre-determined the outcome of the decision to be taken at the Committee's meeting.

3 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 17th March 2022 be approved as a correct record.

4 PUBLIC SPEAKING/OPEN SESSION

Geoffrey MacDonald spoke on behalf of Lindsay Belfield, the owner of 167 Talke Road, Alsager regarding the proposed sale of land behind 133-167 Talke Road, a matter that was on the agenda for the Committee's meeting. Mr MacDonald spoke against the disposal of the land as it provided a valuable piece of open space for the wellbeing of local residents and that the trees on the land shielded the houses from the sound of the adjoining railway. He also stressed the need for the access to parking spaces at the rear of the properties to be preserved.

Sue Helliwell urged the Committee to give due and proper consideration to the representations received in relation to the land to the rear of Talke Road, Alsager and to support the retention of the site.

5 ECONOMY AND GROWTH BUDGETS 2022/23

The Committee considered a report on the allocation of the approved budgets for 2022/23 to the Economy and Growth Committee.

The Finance Sub-Committee at its meeting on 2nd March 2022 had approved the allocation of the approved capital and revenue budgets, related policy proposals and earmarked reserves to each of the service committees.

Appendix C, setting out the financial reporting timetable for 2022-23, had inadvertently been omitted from the agenda and would be circulated to members of the Committee.

RESOLVED (unanimously)

That the Committee

1. notes the decision of the Finance Sub-Committee to allocate the approved capital and revenue budgets, related policy proposals and earmarked reserves to the Economy and Growth Committee, as set out in Appendix A to the report;
2. notes the supplementary estimates already approved as set out in Appendix B, Tables A and B;
3. approves the supplementary estimates set out in Appendix B, Table C;
4. approves the capital budget virements set out in Appendix B, Table D; and
5. notes that the financial reporting timetable will be circulated to members of the Committee for information.

6 WORK PROGRAMME

The Committee considered its work programme for 2022/23.

Officers reported a number of amendments to the work programme:

- Town Centre Vitality Plans, currently scheduled for the 12th July, would be rescheduled to a later date to be confirmed.
- Empty Homes – Our Approach was rescheduled to 13th September.
- Domestic Energy Efficiency and Eco Flexibility Policy Review was rescheduled to 13th September.
- The Asset Management Plan would be reported either to the September or the November meeting, so that all members of the Council could be consulted on the Plan and their comments fed back as part of the report.

A new item on the Annual Performance of the Growth and Enterprise Department was planned for the meeting on 12th July.

Members asked that consideration be given to bringing forward items on the following:

- Town centre car parking, including Nantwich and Broad Meadow in Wilmslow.
- Underused assets arising from working from home.
- HMO Registration Scheme.
- An update on the Landlord Registration Project.
- Sites where development has stalled.
- Bringing long-term empty properties into use.
- Empty commercial properties in towns.

Officers advised that some of these items could be dealt with by way of a member update rather than as agenda items as they were cross-cutting issues of interest to other members.

RESOLVED: That

1. the Work Programme and the amendments reported at the meeting be noted; and
2. consideration be given to the various suggestions made by the Committee.

7 DISPOSAL OF PUBLIC OPEN SPACE LAND OFF TALKE ROAD, ALSAGER

The Committee considered a report on the intended disposal of Council-owned land at Talke Road, Alsager, which included representations made by local residents in response to the public notification of the proposal.

The Council was the freehold owner of the land which had been included within the adopted Local Plan as a housing and employment Site. Outline Planning permission had been granted on the site for housing, and a local developer had approached the Council to purchase the site.

Appendix 5 of the report contained financial information in relation to the matter. The Committee was advised that if it wished to discuss the contents of the Appendix, it would be necessary to move into part 2 and exclude the public and press. The Committee decided to proceed on the basis of an open discussion and would resolve to move into part 2 if that became necessary.

In answer to a question from members, officers advised that 'disposal' meant a transfer of ownership.

Officers advised that if the Committee were minded not to approve the disposal of the land at this time but to leave open the possibility of disposal at some future date, it would be necessary for the Council to undertake a further consultation process should the Council eventually wish to dispose of the land.

Concern was expressed about the impact on the Local Plan and the 5-year housing supply if it were decided not to dispose of the land, and whether alternative sites would have to be allocated for development.

There was also a view that insufficient consideration had been given to alternative uses of the land.

Members concluded that they did not have sufficient information at the present time to make an informed decision on the future of the land.

RESOLVED (unanimously)

That a decision on the disposal of the land be deferred to enable alternative potential uses to be considered, and a further report be submitted to the Committee in due course.

The meeting commenced at 2.00 pm and concluded at 4.00 pm

Councillor N Mannion (Chair)

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Working for a brighter future together

Economy & Growth Committee

Date of Meeting:	12 July 2022
Report Title:	Wilmslow Town Centre Business Improvement District
Report of:	Jayne Traverse, Executive Director of Place
Report Reference No:	EG/01/2022-23
Ward(s) Affected:	Wilmslow East/Wilmslow West and Chorley

1. Purpose of Report

- 1.1 A formal notification has been submitted to the Council, setting out the intention of Groundwork CLM, to put a proposal for a Wilmslow Town Centre Business Improvement District (BID) to a postal ballot.
- 1.2 This report considers the way the Council should vote in the BID ballot and seeks to ensure officers have appropriate delegations to complete ballot papers on behalf of the Council; provide advice to the BID; and ensure appropriate representation on any Wilmslow town centre BID Board and at BID meetings.

2. Executive Summary

- 2.1 The Council has received a request to hold a postal ballot on a proposal for a Business Improvement District in Wilmslow town centre. If successful at ballot, this will be the first BID in Cheshire East.
- 2.3 The Corporate Plan identifies the Council's ambition to ensure the success of town centres in our key towns. The BID Proposal is considered to be likely to deliver significant benefits supporting the vitality and viability of Wilmslow town centre.
- 2.4 On April 14th Corporate Policy Committee considered the obligations on the Council as billing authority under the Business Improvement Districts (England) Regulations 2004, agreed delegations to enable those

responsibilities to be actioned, and resolved that officers should seek to cover the costs to the Council as billing authority where eligible.

- 2.5 There are additional implications for the Council as the owner of several hereditaments within the proposed BID area. (A hereditament is a rating term to describe a property (or part of a property) that is included in the Local Rating List and is liable for Non-Domestic Rates.) Given its hereditaments, the Council will be entitled to vote in the BID ballot, and, if the BID is successful at ballot, will be liable to pay the levy for its hereditaments falling within the scope of the BID proposal.
- 2.6 Given the detail of the BID proposal was not fixed at the date this matter was considered by Corporate Policy Committee, and, having regard to the remit of Economy and Growth Committee, Corporate Policy did not resolve how to vote in the BID ballot but rather agreed that this should be considered by Economy and Growth Committee following the finalisation of the BID proposal.
- 2.7 Taking into account the relatively low cost to the Council and the anticipated benefits of the Wilmslow BID proposal, it is recommended that the Council support the proposal by voting “yes”, in favour of the BID, in the BID ballot.
- 2.8 To enable appropriate Council representation on any BID Board, and to allow officers to provide advice on matters discussed by the BID in a timely and agile manner, this report also seeks delegations to appropriate officers to make further decisions around these issues assuming the BID ballot returns a “yes” vote.

3. Recommendations

- 3.1 That Economy and Growth Committee resolve:
 - 3.1.1 That the Wilmslow Town Centre Business Improvement District shall be supported by the Council.
 - 3.1.2 That delegated authority be granted to the Director of Growth and Enterprise to complete any ballot slips the Council is entitled to complete in the BID ballot, voting in support of the BID in the ballot on behalf the Council for the Council’s hereditaments.
 - 3.1.3 That in the event the Council is requested to attend BID meetings in an advisory capacity, the Director of Economy and Growth shall accept and agree the most appropriate officer representation and empower that officer to provide such advice to BID meetings as they consider necessary.

- 3.1.4 That in the event of a 'yes' vote and the BID proceeding, delegated authority be granted to the Executive Director - Place to consider the Terms of Reference of the BID Board, and, having regard to any advice given by the Monitoring Officer, in consultation with the Chair of Economy and Growth Committee, determine whether to put forward a CEC representative for appointment onto the BID Board and if so, select the appropriate appointee and empower that appointee to make any decisions required on behalf of the Council.

4. Reasons for Recommendations

- 4.1. After consideration of the BID proposals, officers are of the view that the BID is likely to complement the efforts of CEC to support the vitality and viability of Wilmslow town centre, aligned to the Council's corporate priority to support successful town centres, and in line with the recommendations of the emerging Wilmslow Town Centre Vitality Plan. The initiatives which would be taken forward using the levy also align to a number of other Council priorities as set out in the Policy Section of this report and voting in support of the ballot demonstrates the Council's commitment to supporting positive interventions in the town centre.
- 4.2. These benefits need to be considered in the context of the anticipated cost of the levy which the Council would be eligible to pay as the body responsible for payment of business rates for several town centre hereditaments. On balance it is considered that the benefits of the BID are likely to justify the relatively modest costs of the levy.
- 4.3. It is understood that if the BID is successful at ballot, the Council is likely to be requested to attend specific BID meetings in an advisory capacity. Depending on the agenda of individual meetings and the advice required, different officers may be best placed to attend. To ensure adequate flexibility, it is considered appropriate that the Director of Economy and Growth shall agree the most appropriate officer representation for meetings, with the potential to delegate that responsibility further via local schemes of delegation.
- 4.4. Separate from this, BID best practice guidance advises that ideally the local authority will have a seat on the BID Board. It is therefore considered likely to be desirable for the Council to put forward a representative to sit on the BID Board. The Terms of Reference of the Board are likely to be highly relevant in determining who can represent the Council on the Board, having regard to the Constitution and legalities. Authority is therefore sought for the Executive Director - Place, having regard to advice from the Monitoring Officer and in consultation with the Chair of Economy and Growth Committee, to determine who should be put forward fulfil this role, once the BID Board Terms of Reference are confirmed.

5. Other Options Considered

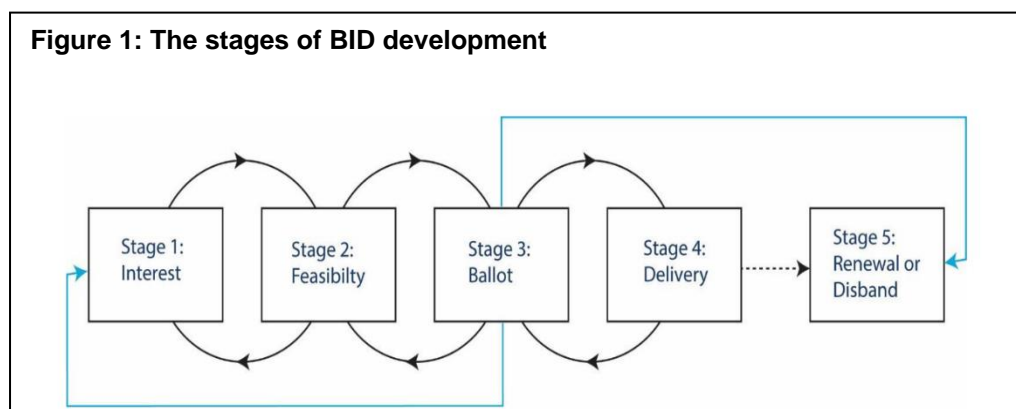
- 5.1 The Council could resolve to vote against the BID proposal or abstain from voting in the BID ballot.
- 5.2 As the BID proposals are considered to complement Council policies and aspirations relating to town centres, and as the cost to the Council would be relatively low at circa £5,500 per year, to vote against the proposals or to abstain from voting would indicate to the Wilmslow business community that whilst the Council states its support for town centres, it is not willing to commit even a modest resource to back up that statement. It is considered that this would be likely to undermine local confidence in the Council's integrity.
- 5.3 Although the Council does not have a particularly large presence in Wilmslow town centre in terms of its hereditaments, voting against the BID would increase the risk of the BID not being successful at ballot and ultimately not proceeding. This could result in the loss of circa £1m to the BID area over the five year term of the BID. This could potentially also lead to the loss of additional leverage and match funding which the BID might generate and would be likely to lead to dis-engagement of local businesses willing to work in partnership with each other and with the Council for the betterment of the area.

6 Background

- 6.1 A Business Improvement District (BID) is a defined area where business rate payers have voted in a ballot to pay a levy, in addition to business rates, into a fund for a fixed period (normally 5 years), and that levy is then managed to deliver specific agreed initiatives to benefit the BID area. The levy rate is typically something in the order of 1.5% of rateable value, but the rate is a matter of choice for the BID proposer. This income is ring-fenced to provide improvements in the BID area that would otherwise not occur. The BID can also draw on other public and private funding streams.
- 6.2 The majority of BIDs are focused on town centres and BIDs have the potential to bring significant extra regeneration impact to a town or district centre. The priorities for BID levy spend depend on the exact detail of the BID proposal, but town centre BIDs might typically support such things as improving the general appearance of the centre, enhanced marketing and promotional activity, events to stimulate footfall, crime reduction initiatives, access initiatives such as wayfinding, and support for business.
- 6.3 Legislation to enable BIDs was included in the Local Government Act 2003. Subsequently the Business Improvement Districts (England) Regulations 2004 outlined the procedures for their establishment and management.

Since their introduction, BIDS have become an important mechanism for place management in many locations. There are currently around 324 BIDs across Great Britain, Northern Ireland and Ireland (*Source 2021 BID survey*), but none in Cheshire East at present. There are however a number in neighbouring authorities including: Manchester BID; Stockport Town Centre BID; Warrington Town Centre BID, Altrincham BID, and no fewer than five BIDs in Cheshire West and Chester.

- 6.4 Eligibility to vote is based on one vote per eligible business premise (hereditament) situated in the defined BID area. BID proposals can be designed such that certain categories of business rate payers are exempt from the levy, and these would not then be entitled to vote in the ballot. To be successful at ballot a BID proposal must have gained a simple majority vote in favour, both in terms of the number of voters and the aggregate value of business rates of those that have voted.
- 6.5 BIDS have a maximum term of five years unless renewed by reaffirmation of support through a further ballot. Many BIDs progress beyond their initial five-year term, with some of the UK's longest-running BIDs, having now been in operation for over 15 years and through four ballots. Evidence indicates that BID ballot results increase in support the longer a BID has been in existence. (*Institute of Place Management 2019*). This suggests that BIDs can be seen by local businesses as adding value worthy of the levy charged. Regional locations with long-running BIDs include Liverpool City Centre and Winsford Industrial Estate in Cheshire West, both now in their fourth term.
- 6.5 The development of a BID can be described in the five stages set out in Figure 1 (*Source Institute of Place Management (IPM)*)



- 6.7 In general terms, where there is potential interest in a BID, work is undertaken to test the feasibility. This will involve consideration of a potential BID geography, testing the appetite of businesses, considering the amount of levy which could be raised, and contemplating the priorities the BID might focus on. If the feasibility work suggests there is likely to be sufficient support

for a “yes” vote, a BID proposal may then be developed further and the local authority as billing authority requested to put the BID proposal to a ballot. If the BID is successful at ballot, it will then progress to delivery stage.

- 6.8 In 2020 Wilmslow Town Council, appointed Groundwork CLM to carry out a feasibility study on a potential BID in Wilmslow town centre.
- 6.9 In undertaking this work Groundwork established a town centre management group and engaged with a sample of 200+ businesses and stakeholders to gauge opinion on a range of issues and challenges for Wilmslow town centre. This work identified a number of areas where a BID could potentially add value to the town centre management above and beyond the statutory responsibilities of Cheshire East Council and ultimately the study recommended that a BID proposal be developed.
- 6.10 In December 2021, Wilmslow Town Council considered the report flowing from the feasibility study and resolved that the Town Council would appoint Groundwork to continue its work to develop a BID to take to ballot.
- 6.11 Subsequently, on 18th February Groundwork Trust served notice on CEC confirming that the Wilmslow Town Centre Management Group intended to ask CEC to hold a BID ballot. This notice (the “84 day notice”) is submitted at least 84 days before the BID proposer submits the formal BID proposal and a formal notice requesting the holding of the ballot. If successful at ballot, this will be the first BID in Cheshire East.
- 6.12 Following receipt of the 84 day notice, on 14th April 2022 a report was taken to Corporate Policy Committee, explaining that a BID proposal was in development for a Wilmslow Town Centre BID, that it was anticipated the proposal would be finalised and a request to hold a ballot would be received in May.
- 6.13 The report to Corporate Policy Committee confirmed delegations to allow officers to respond to the BID proposal as required of the billing authority under the Business Improvement Regulations 2014. This covered delegations to enable officers to enable the BID ballot to be held, to check the final BID proposals against the regulations to ensure there are no grounds to veto the ballot, and in the event of a ‘yes’ vote at ballot, making any necessary arrangements for the completion and updating of any legal agreements necessary to facilitate the BID, for billing, collection and enforcement of the BID levy, and its transfer to Wilmslow Town Centre BID. The report to Corporate Policy also referenced the intention to report this matter to Economy and Growth Committee once the BID proposal had been finalised to outline the detail of the BID proposal and to seek any necessary further authority to respond.

- 6.14 The final BID proposal has now been received and is attached for Committee to read in full as Appendix 1 to this report. Key points regarding the proposal are summarised in 6.14.1- 6.14.16 below.
- 6.15 The area of the BID is illustrated in Figure 2. The boundary follows that of the 'town core' as defined in the Wilmslow Neighbourhood plan.

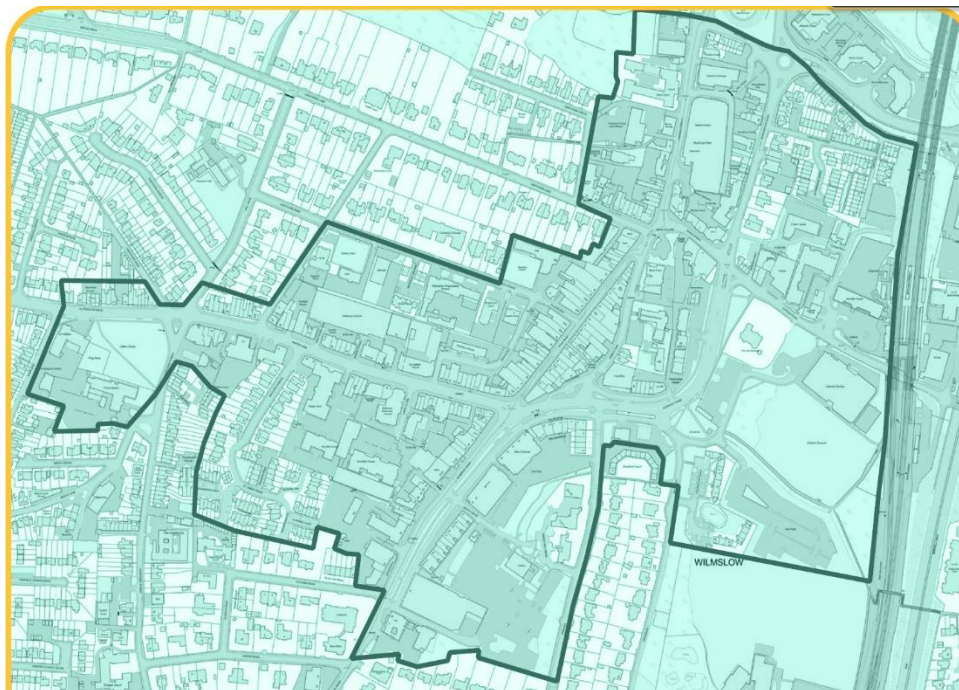


Figure 2: Proposed BID area

- 6.16 Hereditaments with rateable values below £15,000 would be excluded from the levy as would hereditaments with a prime purpose as a place of worship or state school.
- 6.17 Where payable the levy would be linked to rateable value, equating to 1.5% of a hereditaments rateable value per year (with an annual increase of 0.05%) with a cap of £8,000 per annum per hereditament.
- 6.18 It is estimated the BID would raise circa £1m over a five year period for investment in the BID area.
- 6.19 The BID would focus on delivering improvements under three themes:
- i. Improving visitor and consumer experience, for example creating a business led event programme, improving street furniture, street cleansing and art features to improve the town centre environment and introducing new measures focused on reducing anti-social behaviour.
 - ii. Delivering a dedicated year-round marketing and promotion campaign, growing the Wilmslow Way Better website, enhancing the online reach

of town centre businesses via social media, investing in professional video and image production promoting the town centre, driving forward promotional coverage in local and regional magazines, developing targeted marketing campaigns etc.

- iii. Supporting the business community creating a one-stop shop for businesses to refer problems and opportunities, providing consumer data, developing a package of support for growing independent businesses and building stronger links with support agencies.

6.20 The BID would be managed by Groundwork CLM, a not for profit charity and limited company with extensive experience of BID management in other boroughs and directed by a Board of eligible businesses and organisations from across the BID area, meeting a minimum of 6 times a year.

6.21 The Council is the rate payer for a number of hereditaments within the BID area. The estimated BID levy which would be payable on these hereditaments in the event of a “yes” vote is set out in the table below:

Hereditament	Rateable Value	Property Description	Current BR annual bill 2022/23	Estimated annual BID levy (1.5% of RV) 22/23
Wilmslow Library, Alderley Road, Wilmslow, SK9 1PT	45,000	Library & Premises	22,455.00	675.00
R/O 5-39 Alderley Road, SK91NX	65,000	Car Park & Premises	33,280.00	975.00
CEC, Broadway, Wilmslow, SK9 1NB	70,500	Car Park & Premises	36,096.00	1,057.50
CEC South Drive, Wilmslow, SK9 1NW	146,000	Car Park & Premises	74,752.00	2,190.00
CEC Car Park, Spring Street, Wilmslow, SK9 5AU	41,250	Car Park & Premises	20,583.75	618.75
TOTAL				£ 5,516.25

6.22 The levy is mandatory for all eligible properties in the event the BID returns a ‘yes’ vote. Thus, if the BID becomes operational, the Council will be obliged to pay the BID levy for these hereditaments regardless of whether it has voted in favour of the BID in the ballot. The circa £5.5K/annum (increasing

by 0.05% per annum after 22/23) the Council would be liable to pay in levies over the five year term of the BID is however relatively low.

- 6.23 The ballot is run as a secret ballot meaning that the BID Proposer will not be notified of which way votes have been cast at any stage of the ballot, or after the ballot has ended. It is commonplace however for Councils entitled to vote in a BID levy to be transparent and open with regard to their views.
- 6.24 As part of the assessment of a BID proposal, consideration has been given to alignment with Council strategy and policy as discussed in section 8.3. It is considered to be clear that the aims of the Wilmslow BID proposal are aligned with the aims of the Council in terms of its aspirations for town centres.
- 6.25 In recent years, competitive central funding opportunities have been heavily focused on supporting areas of deprivation. Wilmslow is, generally speaking, one of the more affluent parts of the borough and Wilmslow town centre has not been a location for which the Council has been able to pursue significant external funding. This being the case, pursuing alternative funding such as a BID levy may be the only realistic option for generating significant funding to support town centre vitality and viability.
- 6.26 Given the Council's stated desire to support successful town centres, and the lack of external funding streams available for this type of locality, supporting a BID proposal with a "yes" vote in the ballot is an opportunity for the Council to demonstrate its support in a practical manner.
- 6.27 The BID has the potential to deliver significant benefits in terms of town centre vitality and viability. On balance the cost of levies payable by the Council is low relative to the potential benefits of the BID and officers are therefore recommending the Council confirms its support for the BID proposal and votes "yes" in the BID ballot.

7. Consultation and Engagement

- 7.1 The proposed BID would fall within the two Cheshire East Wards of Wilmslow East and Wilmslow West and Chorley, represented by Cllr Jefferay, and Cllrs Goldsmith and Macfarlane respectively. Cllr Goldsmith is also a Wilmslow Town Councillor and Wilmslow Town Council have clearly been instrumental in funding work to bring the BID proposal forward. Ward Councillors have been briefed regarding the BID proposal and are supportive of the idea in principle.
- 7.2 As part of the BID development, Groundwork has carried out various stages of consultation with businesses in Wilmslow town centre. This is summarised in the BID proposal at Appendix 1. This has included gathering views on the challenges and opportunities that exist for Wilmslow to inform a draft BID proposal and gathering feedback on the draft proposal before its finalisation. It is understood that the draft proposal has been communicated via letters

and emails as well as via www.wilmslowbid.co.uk, and that online consultation events have been held by the BID Proposer.

8 Implications

8.1 Legal

- 8.1.1 There is no impediment to delegating authority to the Director of Growth and Enterprise to complete any ballot slips the Council is entitled to complete in the BID ballot, and directing they vote in a particular way in the ballot on behalf the Council for the Council's hereditaments.
- 8.1.2 The consequences of voting in a particular way have already been canvassed at paragraphs 5.2, 6.15 and 6.21 of this Report. In the event the BID vote is successful it follows that the Council will be become legally liable to meet the financial obligation imposed by the Levy.
- 8.1.3 In addition, it will be the Council's responsibility to collect the Levy as the local billing authority. It will be collected in the same way that non-domestic rates are collected now. In the event of non-payment, it will fall to the Council to take enforcement action to recover, and it is advisable that provision is made in an Operating Agreement with the BID body that enforcement costs can be recouped through the levy in the event they cannot be recouped from the defaulter.
- 8.1.4 There is no impediment to delegating to the Director of Economy and Growth the authority to agree the most appropriate officer representation for meetings with the BID Body where the Council is invited in an advisory capacity or with the potential to delegate that responsibility further via local schemes of delegation.
- 8.1.5 There is no impediment to delegating to the Executive Director of Place power, in consultation with the Chair of the Economy and Growth Committee to determine whether to put forward a Council representative for appointment onto the BID Board if so invited and if so invited to select the appropriate appointee. There is no statutory right for the Council to sit on a BID Board other than by invitation of the Board.

8.2 Finance

- 8.2.1 There are costs to the Council associated with assisting the BID proposer in developing the BID Proposal, holding the ballot, setting up systems ready for collecting the levy and annually with levy collection. The Corporate Policy Committee considered these costs on 14th April 2022 and resolved that the Council should seek to recover eligible costs from the BID Proposer or levy. Aligned to the resolution of the Corporate Policy Committee officers are seeking to recover all eligible costs.

- 8.2.2 The BID Proposer has agreed to include in the BID Proposal that the set-up costs for levy collection and annual levy collection costs would be recouped from the levy and repaid to the Council. Steps will need to be taken to ensure that the cost of recovery is reviewed regularly to ensure that additional debt recovery costs are met.
- 8.2.3 With regard to recouping the costs of the ballot, which are estimated likely to be in the region of £5,000, the regulations explicitly recognise only one scenario where the Authority can require the recovery of ballot costs, that being in the case of a “no” vote where the number of persons voting in favour is less than 20 per cent of the number of persons entitled to vote in the ballot. The BID Proposer has submitted information to provide assurances that the BID Proposer has the funds to cover the cost of the ballot in this scenario.
- 8.2.4 In the event of a “yes” vote the regulations indicate that the cost of ballot costs can be recouped from the levy. However, there is no express provision in the regulations that the billing authority is able to require the BID proposer to do so. Following the resolution of Corporate Policy Committee, officers have made the BID Proposer aware that the Council would like the ballot costs to be recouped from the levy in the event of a “yes” vote. The BID Proposer has declined to include this in their proposal, interpreting the regulations as this being discretionary. Consequently, these costs will likely need to be met from existing service revenue budgets.
- 8.2.5 The Business Rates team have identified the hereditaments for which CEC is the rate payer and it has been estimated that the total levy will amount to circa £5,500 per annum for the five year lifetime of the BID, if it is successful. The request for payment would be sent to Facilities Management as they receive and pay business rates for the relevant hereditaments.
- 8.2.6 Usually for small increases to revenue expenditure, services would be expected to find compensating savings from somewhere within their service. The increase for service budgets will be relatively small but will add an additional pressure. If pressures become too large to manage within the existing budget envelope, then additional budget would need to be sought via the annual MTFS route.

8.3 Policy

- 8.3.1 The Corporate Plan (2021-25) recognises that successful town centres are vital to ensuring thriving urban and rural economies with opportunities for all. A well-managed, successful BID should support Wilmslow town centre to thrive economically. The Cheshire East Local Plan also states that the Council is fully supportive of the aims of promoting the vitality and viability

of town centres as important places for communities and a major focus for employment and drivers of economic growth. The draft CEC Economic Strategy of 2019 also stated as its first objective Strategic “Improving quality of place, with a focus on regenerating our town centres”.

- 8.3.2 Taking into account the specifics of the Wilmslow BID proposal, it is clear that these are also aligned to a number of other Council priorities referenced in the Corporate Plan: reducing crime and anti-social activity; continuing to grow the visitor economy and improving the environment.

8.4 Equality

- 8.4.1 The Council has not undertaken an Equalities Impact Assessments (EIA) on this proposal since it is being brought forward by a third party.

8.5 Human Resources

- 8.5.1 There are considered to be no direct significant implications for human resources stemming from this report.

8.6 Risk Management

- 8.6.1 There is potential for both positive and negative reactions from local businesses to this proposal. Whilst the Council is not the BID proposer there is a clear possibility that the BID proposal may be perceived as a Council initiative with consequent potential positive or negative public reaction, particularly as the Council would be responsible for collection of the levy. Risks around this can be mitigated by ensuring clear communication and continuing close liaison with the BID proposer.
- 8.6.1 The checks undertaken by the Council on receipt of the BID proposal include a review of finances designed to enable the Council to ensure, that the BID proposer can cover the costs of the ballot should the number of votes in favour be less than 20 per cent of the number of persons entitled to vote in the ballot and the BID proposal not being successful at ballot, reducing the risk of abortive costs falling to the Council.
- 8.6.2 There are additional reputational and financial risks which might flow from procedural error, for example should a challenge be lodged claiming an irregularity in the ballot process.
- 8.6.3 There are considered to be reputational risks should the Council not support this proposal with a “yes” vote given the Council’s stated position on wishing to support vital and viable town centres.

8.7 Rural Communities

8.7.1 There are considered to be no specific implications for rural communities arising from this report.

8.8 Children and Young People/Cared for Children

8.8.1 There are considered to be no specific implications for young people/cared for children stemming from this report.

8.9 Public Health

8.9.1 There are considered to be no direct implications for public health stemming from the BID proposal. If the BID is successful in boosting the local economy this could have beneficial impacts although economic benefit may not necessarily filter to those in poorest health, particularly in a five-year period.

8.10 Climate Change

8.10.1 The BID proposal has the potential to impact on climate change in multiple ways. For example, if the BID supports business to thrive this could encourage more people in Wilmslow to stay in their local area for leisure but conversely it could attract new visitors from outside the area, both scenarios impacting on carbon emissions in different ways. Given that the Council would not be in control of BID expenditure it would likely be able to exercise only limited influence over initiatives which could have implications for climate change, whether positive or negative. If the Council has a representative on any future BID Board, there will likely be more scope to ensure that the climate change agenda is considered when decisions are made by the Board.

Access to Information	
Contact Officer:	Jo Wise, Development & Regeneration Delivery Manager Jo.wise@cheshireeast.gov.uk 07870 391694
Appendices:	Appendix 1: Copy of BID proposal
Background Papers:	Report to Corporate Policy Committee 14 April 2022

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Proposal for a Business Improvement District in Wilmslow Town Centre



Way Better
Experience



Way Better
Marketing and
Promotion



Way Better
Business

£1 MILLION ADDED VALUE INVESTMENT IN WILMSLOW TOWN CENTRE



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Foreword

This proposal and business plan for a Business Improvement District (BID) in Wilmslow town centre is a unique opportunity for businesses and other organisations to manage a new £1million investment into the town centre over the next five years.

The BID will deliver a business led programme of added value investment into Wilmslow town centre that will deliver an improved consumer experience, sustained and high impact promotion and marketing of Wilmslow combined with invaluable support to assist existing and new companies thrive in the town.

Wilmslow has many strong brands and features, which have made the town centre a success, however since the impact of covid and ongoing pressures on high streets from out of town retail parks, on-line retail and changing consumer behaviours, success is no longer assured through companies continuing to operate in isolation.

This proposal for a BID sets out a range of projects and services that businesses have indicated are needed across the town centre. The BID will not be replacing the statutory responsibilities of Cheshire East Council, the police or Wilmslow Town Council, but it will provide the business community with the opportunity to deliver enhanced and additional services to create a 'Way Better Wilmslow'.

Recent years have seen the creation of successful Business Improvement Districts in nearby town centre locations

including Altrincham, Northwich, Stockport and Manchester. These projects have all been re-approved after initial 5 year terms, highlighting the value and importance of BIDs to these neighbouring towns.

This BID proposal has been developed through an extensive consultation process that began in 2021 and encompasses projects which businesses have told us will have the greatest potential to improve Wilmslow town centre.

A 'Yes' vote to approve the establishment of the BID is a vote in favour of a more vibrant, exciting and safer Wilmslow town centre.

A 'No' vote will be to support maintaining the status quo, and allowing events to happen to our business community as opposed to businesses leading the development of our future success.

I will be voting 'Yes' to support the creation of a BID for Wilmslow, and would encourage you to do the same.

- Jo Davies, Chair of the Wilmslow Town Centre Management Group and founder and owner of Black White Denim.



Why does Wilmslow need a BID?

Business feedback during the development of the BID has consistently highlighted:

- A mixed and sometimes poor experience for consumers as a result of dirty streets and anti-social behaviour
- Poor communications and a lack of control around events
- A need to improve the marketing and promotion of Wilmslow building on the success of Wilmslow's Way Better
- Poor car parking arrangements and limits on capacity
- A desire to create a programme of business led festivals and events that are focused on growing consumer numbers on low footfall days
- Signage and branding across the town centre that is in need of improving

How we have consulted with business during the development of the BID:

- 130+ pieces of feedback
- Engagement with businesses at more than 200 premises
- Development of the BID through the business led Town Centre Management Group
- Engagement via letter, email and face to face visits with companies across the town centre
- Consultation workshops

The main BID benefits in 8 points



£1 million business led investment into creating a better town centre for businesses and our consumers



Cleaner, greener and safer town centre



Lobbying for better transport links and car parking solutions



Marketing reach and engagement with 500,000 consumers in and around Wilmslow promoting your business and the town centre



A stronger voice for businesses



5 year investment into events and activities in Wilmslow town centre to create a new and animated high street experience for consumers



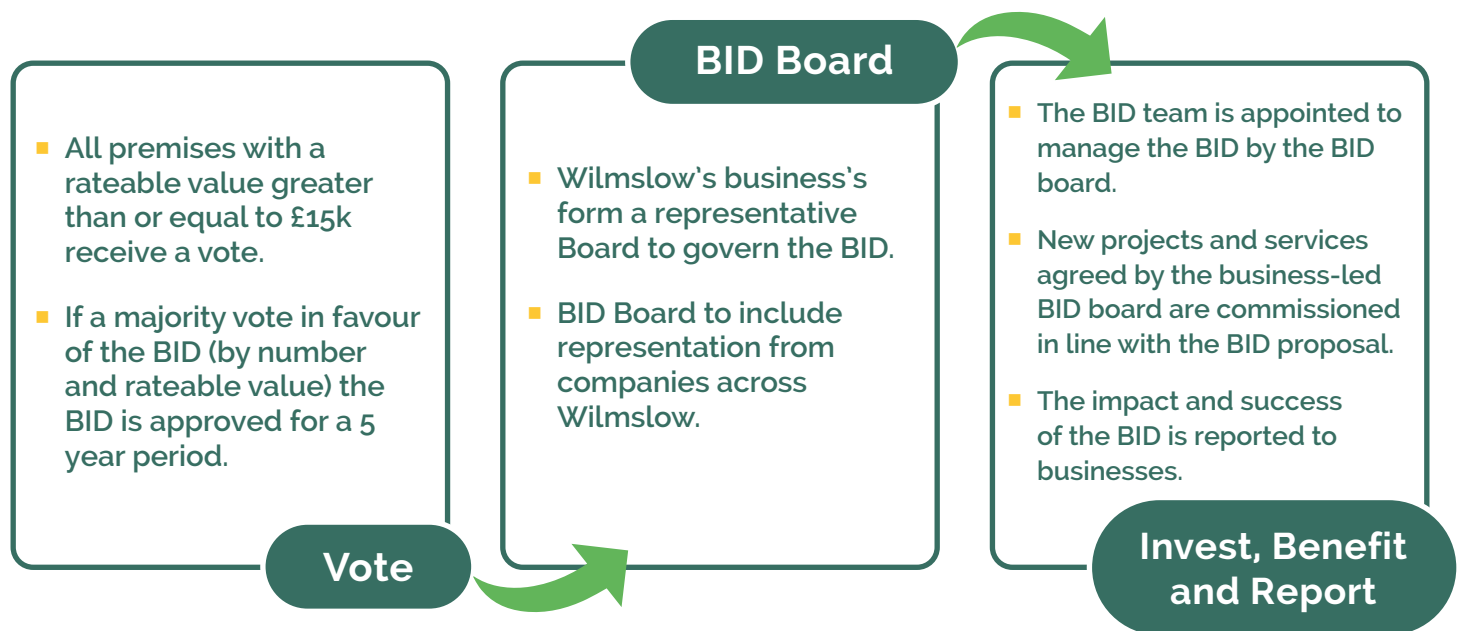
A new and improved approach to tackling antisocial behaviour and business crime



Image and signage enhancements and improvements



VOTE 'YES' BETWEEN THE 28th JULY AND 25th AUGUST 2022



The Wilmslow town centre BID will operate for five years between the period 1st November 2022 through to the 31st October 2027.

The BID will commence 66 days after the notice of the result.

For more details on how the BID works see the BID FAQs section.





“Speak to any local business owner or consumer and their pride and passion for Wilmslow quickly becomes evident, but our town centre needs to improve and make the leap from good to great if it is to remain relevant to our consumers and the local community. This plan will deliver a significant improvement in not only the quality of our town’s offer but the perception of our town”

Mark Whitlow A-Plan Insurance

How much will it cost your business?

BIDs are designed to be fair. Larger businesses invest more than smaller ones and all business sectors benefit from the improvements. The town centre is also home to a number of office and professional service based companies, all of whom will also be contributing members of the BID where their premises have a rateable value greater than or equal to £15,000.

The BID will create a new and unique partnership between all businesses across the town centre.

The BID will cost the average premises (hereditament) a daily equivalent of just £2.11/day.

The BID levy will equate to 1.5% of a hereditaments rateable value.

% of RV

The cost of the levy for each business is a **PERCENTAGE** of its **RATEABLE VALUE**

All businesses should consider the proposed cost of the levy as an investment – the small investment from each business is pooled with the contributions of all the others in the BID to provide a more significant investment fund that is spent entirely in the town centre during each year of the BID.

1.5% Levy

Businesses in Wilmslow have indicated that they would support a basic levy of 1.5%.



< £15k

EXEMPTION THRESHOLD

The BID Levy will not apply to any hereditament with a rateable value below £15,000.

For most, the cost of the BID levy will be less than the price of a cup of coffee per day.

BIDs have been widely adopted across the UK, and have a proven ability to create improved, stronger and more successful town and city centre locations. All eligible businesses (premises with a rateable value greater than or equal to £15,000) across Wilmslow town centre as defined by the map and street names in this BID proposal document will have the opportunity to vote in the postal ballot to approve the BID.

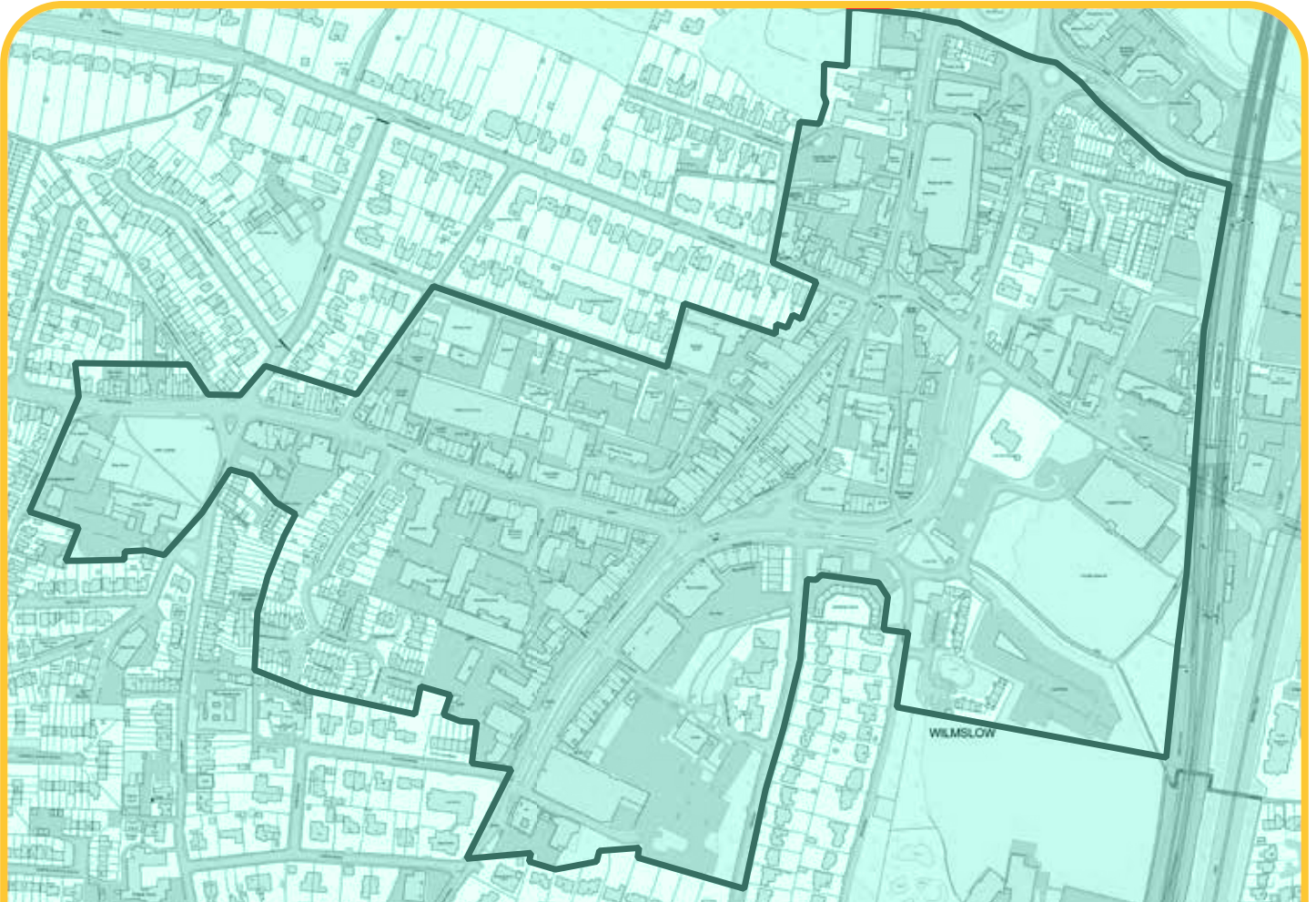
For the BID to be approved a majority will need to vote in favour of the proposal from the number of votes cast, and these will need to include a majority of rateable value from votes cast in favour of

approving the proposal.

Once approved, the BID will introduce a small mandatory additional levy for eligible businesses / organisations, equivalent to 1.5% of the rateable value of a business premises.

“SINCE 2004 WHEN BIDS WERE INTRODUCED MORE THAN 300 HAVE BEEN APPROVED ACROSS UK TOWN AND CITY CENTRES”

The BID Area



Street Names

- | | | |
|---------------------------|-----------------------------|-------------------|
| ■ Alderley Road (part of) | ■ Grove Way | ■ Parkway |
| ■ Altrincham Road | ■ Hawthorn View | ■ Parsonage Green |
| ■ Bank Square | ■ Hawthorn Lane (part) | ■ South Drive |
| ■ Bollin Walk | ■ Hawthorn Street (part of) | ■ Spring Street |
| ■ Broadway | ■ Hawthorn Grove (part) | ■ Station Road |
| ■ Church Street | ■ Kennerley's Lane (part) | ■ Swan Street |
| ■ Green Lane | ■ Kings Close | ■ Warham Street |
| ■ Grove Arcade | ■ Manchester Road | ■ Water Lane |
| ■ Grove Avenue | ■ Mill Road | |
| ■ Grove Street | ■ Mill Street | |

This map shows the geographical area of the proposed Business Improvement District for Wilmslow town centre.



“Leading the agenda and being part of the conversation with stakeholders, the BID will shift the current position where things happen to businesses with little or no notice to businesses shaping and influencing what happens in the town centre”

Tony Mundin Managing Director of the Rex Cinema

Guiding Principles for the BID

The Wilmslow BID - Working in your interest

The Wilmslow BID will be governed by town centre businesses for town centre businesses and will deliver only the priority actions which have been identified by town centre businesses. It is, therefore, considered of paramount importance that the BID should display the highest possible standards of integrity and governance.

The BID will be democratic, representative and effective for its members at all times

The BID will ensure that it operates in a transparent and accountable manner

The BID will be robustly managed and governed to ensure that it acts with integrity to the highest industry standards

The BID will be proactive in communicating and reporting to levy payers and other key stakeholders through its 5-year lifespan

See the section on governance for further detailed information about the proposed BID governance.

BID Benefits for your Business

BIDs are designed to be fair and equitable. Larger businesses invest more than smaller ones and all business sectors benefit from the improvements.

INDEPENDENT RETAILERS	NATIONAL RETAILERS	LEISURE AND HOSPITALITY OPERATORS	PROFESSIONAL AND OFFICE SECTOR
<ul style="list-style-type: none"> More visitors and footfall into Wilmslow 7 days a week. Distinctive promotional campaigns will highlight the range and quality of independent speciality businesses including professional promotional videos and photos of independent stores promoted online to 1000s of consumers through social media. The opportunity to raise your business profile via a number of new events and activities. Opportunities to join together with neighbouring businesses to access utility services group purchase initiatives. Insight into intelligence and information about footfall and the wider performance of Wilmslow as a destination. Access to a range of professional and support services arranged by the BID including training services and access to grants where available. 	<ul style="list-style-type: none"> Increased footfall and more consumers and visitors to the town centre. Being part of a local network of major retailers who would share and gain in-depth insight into trading factors and conditions. Access to a professionally managed business crime reduction partnership. Promotion and marketing of Wilmslow to a wider and more targeted regional audience changing the perception of Wilmslow as a retail and leisure destination. The ability to collaborate operationally over seasonal trading campaigns, most notably Christmas. Opportunities to lobby key decision making bodies for funding, improved trading conditions or facilities for staff. 	<ul style="list-style-type: none"> Events and festivals to draw new consumers to Wilmslow 7 days a week. Promotional campaigns to highlight the range and quality of food and drink businesses – both collectively and individually. The creation of events and projects to directly involve and promote the range of leisure and cultural opportunities in the town centre. Improve the night-time economy experience and further enhance the reputation of the sector. 	<ul style="list-style-type: none"> An enhanced and more vibrant town centre for your clients and your employees. The BID will tackle grot spots, lobbying for better transport linkages, car parking and delivery of environmental enhancements across the town centre.. The ability to promote your services to 200+ fellow town centre businesses through regular BID communications, such as newsletters and ebulletins. Creation of a strong, positive on-line narrative about Wilmslow to help your business attract prospective employees to work in a vibrant, high quality work location. Additional activities aimed specifically at the professional and office businesses within the town centre, such as improved connections with business networks, ties with professional development providers and better routes into the local labour pool. Greater co-ordination and interaction with regional bodies, such as Local Enterprise Partnership and Cheshire East Council

Wilmslow BID Objectives

Our plan to create a 'Way Better' Wilmslow

- A business-led agenda and a stronger voice for businesses.
- An animated, vibrant and engaging destination.
- An inspiring and creative location for community and business.
- An added value investment in Wilmslow town centre.
- Reconnecting our town centre with residents and visitors from across the North West.



The Wilmslow Town Centre Management Group

In addition to consulting with 100's of businesses throughout the town centre, the BID proposal has been shaped and designed by the Wilmslow Town Centre Management Group.

The group was formed in July 2021 with funding from Wilmslow Town Council. The group comprises a representative range of businesses from across the town centre who volunteer their time to help develop new projects and initiatives for the town centre. The group have led on the development of the 'Wilmslow's Way Better' brand, and helped develop events and festivals in the last 12 months that have then been funded using time-limited discretionary funding from Wilmslow Town Council.

The group have also helped shape this BID proposal and ensure that the final proposal is focused on the specific needs of companies from across the town centre.

The group includes passionate and committed representatives from retail, independent businesses, professional services, leisure and hospitality.

Members of the Wilmslow Town Centre Management Group who have supported the development of this proposal for a BID include:

- Black White Denim
- Rex Cinema
- Therapy Organics
- Boots
- Nationwide Building Society
- Sainsbury's
- The Emerson Group
- Mail Boxes
- The Grove
- Wilmslow Town Council



What will the BID Deliver?

The BID will deliver a range of additional projects and services to enhance and improve Wilmslow town centre focusing on three themes for improvement.

Under each theme is a list of projects and services that will be important in enabling the town centre to compete in an increasingly competitive and challenging trading environment.

The BID will work with public, private and 3rd sector organisations to secure additional funding to deliver further improvements in Wilmslow town centre.

The BID will deliver its investment over 5 years, during which time it will have opportunities to rebalance investment across themes and projects to ensure it meets the ongoing needs of town centre businesses.



Consultation

In developing the BID, businesses across the town centre have been consulted since July 2021 about the wider challenges and opportunities that exist for Wilmslow, and more recently in March 2022 with regard to the draft plan for a BID.

The development of the BID has been communicated to companies in writing, via email, through the www.wilmslowbid.co.uk website and email bulletins.

Through this consultation process, in March 2022 the plan was shared with all the eligible hereditaments in Wilmslow town centre. One to one business engagement staff hand delivered copies of the plan to both day time and night time economy premises.

Online consultation events were also held for companies to attend.

The feedback from the consultation on the draft plan for a BID was:

Business have told us...		
93% of respondents agreed that the three themes in the draft plan were the right priorities for focusing improvements	100% of respondents who provided feedback supported the BID investing in enhanced levels of cleansing, litter picking and planting schemes	100% of respondents who provided feedback supported town dressing e.g. innovative re-imagination and development of the town centre streets and public realm
100% supported the BID leading on the creation of a business led programme of events and festivals to animate the town centre	66% supported the BID making investments in projects to tackle anti-social behaviour at key times of the day/week	100% of respondents who provided feedback supported investment into footfall and consumer data to better understand our consumers, where they come from
"Good ideas and sorely needed!"	"Work you have been doing is great carry on!"	"Events you have been running and street performers have been great for bringing people in to town"
"Anything to increase footfall would be welcomed"	"Grove Street needs tidying up"	"Looks good we need to tidy up Grove Street"
"The roads are in a terrible state especially around our premises. Kings Close in desperate need of resurfacing"		

Theme One

Way Better Experience



Our research and consultation with businesses has identified a range of opportunities to create an improved experience for consumers and visitors.

We believe the BID can achieve this through:

Getting the Basics Right - We want to ensure that Wilmslow town centre is 'open for business', providing a consistently high quality experience for consumers from arrival to departure and subsequent future visits. This approach builds loyalty, creates stronger consumer habits around visiting Wilmslow town centre and will instil a stronger sense of pride and identity for consumers about Wilmslow town centre.

Innovate or die - High streets across the country are having to innovate and create new experiences to remain relevant for consumers. In Wilmslow town centre, high street businesses have adapted well with many embracing a blend of digital and bricks and mortar service delivery, however we believe innovation needs to extend into the public realm throughout Wilmslow town centre. That is why the BID will have a focus on supporting new investment into the town centre's public realm that delivers fresh, innovative approaches to meeting the needs of consumers and businesses.

Key issues the BID will tackle include:

- Poor quality of street cleansing and litter / refuse collection
- Old and low-quality street furniture
- Limitations around event space
- Lack of investment gateways and art features across the town centre
- Anti-social behaviour, crime and safety risks at certain times of the day and night
- Improving the radio network and sharing of offender information.
- Unauthorised use of Grove-Streets pedestrianised area for cars and service vehicles
- Legacy of limited consultation and involvement of businesses in the development of our town centre, events and improvements



Theme One (Continued)

Way Better Experience



To tackle the issues identified in Theme One the BID will:

- Deliver an enhanced programme of environmental and image enhancements, such as:
 - Enhanced levels of cleansing and litter picking
 - New sustainable planting and maintenance schemes
 - Investment into hanging baskets and planters during spring and summer periods
 - Investment in gateway and art features
 - Introduction of shop wraps to enhance vacant units
 - Town dressing e.g. innovative re-imagination and development of the town centre streets and public realm
- Work with Cheshire East Council and Wilmslow Town Council to ensure the minimum baselines for street cleansing, litter collection and highway / pavement maintenance are delivered.
- Creation of a business led programme of events and festivals to animate the town centre and attract new consumers to Wilmslow town centre.
 - Annual Film, Food and Fashion Festival
 - Technology events
 - New investment into Christmas and key seasonal activities (e.g. Christmas, Summer and Easter)
- The BID will establish a new business crime reduction partnership open to all town centre businesses with a focus on tackling the crime and security issues reported during the consultation. A business crime reduction partnership could enable delivery of a range of projects such as:
 - Development of an expanded and more effective radio network
 - Implementation of systems to securely and safely share images of repeat offenders
 - Resourcing additional security presence or Wilmslow Way Better Ambassadors
 - Investment in projects to tackle anti-social behaviour at key times of the day / week

“The BID can lead on creating an enhanced experience for consumers, visitors, residents and employees. This will involve tackling challenges linked to image, quality of environment, safety and security and creating an exciting and animated town centre experience”



Theme Two

Way Better Marketing and Town Centre Promotion



We want to accelerate the transformation of the town centre experience, ensuring that Wilmslow remains relevant to a broad range of consumers in and around Wilmslow town centre.

Our ambition is to reconnect the town centre with 500,000 consumers and visitors across the North West, increasing consumer visits, creating a sustainable and vibrant seven day a week experience in Wilmslow town centre.

To achieve these objectives the BID will invest in:

- An enhanced and dedicated year round programme of marketing and promotional campaigns to raise the profile of Wilmslow town centre, building on the early days success of the Wilmslow's Way Better campaign created in November 2021 which has already reached 120,000 consumers.
- Maintenance and growth of the Wilmslow's Way Better consumer website to create a modern and positive narrative about Wilmslow town centre.
- Sustained and enhanced investment in social media to grow the on-line reach of businesses across Wilmslow town centre across key social media platforms (Facebook, Instagram, Tik Tok and Twitter).
- Investment into professional video and still image production for promoting the town centre and its resident companies.
- Introduction of consumer online and hardcopy bulletins to promote relevant information including offers, events, business promotion and good news stories.
- An enhanced programme of PR and hard copy literature driven features in local and regional magazines and newspapers.
- Development of the 'Wilmslow Story' promoting all of Wilmslow town centre's assets, heritage and modern day relevance to consumers in order to convey the message that there is much more to Wilmslow than they expect.
- Creation of a modern, relevant on-line narrative to support town centre office based businesses attract world-class talent and investment.
- Targeted marketing campaigns to reach different and new audiences of consumers across Cheshire, Greater Manchester and Merseyside.



"The BID will enable a positive and impactful narrative to be created on-line and in the press about all that is great about Wilmslow. This narrative will draw from the town's heritage, whilst focusing on an exciting future embracing technology, sustainability and the importance of the town centre in creating the Wilmslow's Way Better experience"

Theme Three

Way Better Business



We want to support the Wilmslow business community and ensure that all businesses have the opportunity for their voices to be heard.

We will achieve this through the establishment of an Executive Board of business representatives to champion the Wilmslow business community. This new board will work in partnership with key stakeholders including Cheshire East Council, Wilmslow Town Council and Cheshire Police to create a new public / private partnership to support the on-going evolution of Wilmslow town centre.

The BID will also provide an opportunity for enhancing the support and communications local businesses receive, with options to deliver additional investment into enterprise development projects to support new entrepreneurs into the town centre, deliver additional training opportunities for our employees and creation of a positive narrative that attracts new talent and employees to work in Wilmslow town centre.

Finally, the BID will provide an opportunity for the business community to access new intelligence and insight into how our consumers use Wilmslow town centre, understanding where our consumers come from, what their spend patterns are and track and report on footfall movements into and around Wilmslow town centre.



To achieve these objectives, we will invest in:

- Establishment of a new business led Wilmslow BID Team to provide businesses with a stronger voice and create new opportunities and tackle barriers to growth for businesses in the town centre. The Wilmslow BID Team will provide a one-stop shop for businesses to refer problems and opportunities about Wilmslow town centre.
- Investment into footfall and consumer data to better understand our consumers, where they come from and what demographics they represent
- A dedicated package of support to grow independent businesses in the town centre. This could include additional support, coaching and training for companies and new start-ups.
- Building stronger links to business support agencies led by Cheshire East Council, the Local Enterprise Partnership and private providers.
- Promotion of Wilmslow to attract world class talent across all business sectors.

“Leading the agenda and being part of the conversation with stakeholders, the BID will shift the current position where things happen to businesses with little or no notice to businesses shaping and influencing what happens in the town centre”



How the BID will operate

The Business Improvement District will be governed and directed by a Board of eligible businesses and organisations from across the Business Improvement District area. The BID Board will meet a minimum of 6 times a year. The BID Board will include representation from the key sectors including retail, leisure, night time economy, public sector, 3rd sector, professional and other business services.

The Board will also include representation from a range of business types and sizes, including smaller independent businesses and businesses that are part of larger groups. The BID Board will invite to relevant meetings Cheshire East Council, Cheshire Police and Wilmslow Town Council in an advisory capacity. This is in addition to their option to put forward a formal BID Board member where they are occupiers of hereditaments within the BID area. The BID Board will select a Chair and Vice Chair from the membership of the BID Board to lead the Wilmslow Town Centre Business Improvement District.

Any business/organisation with a liability for payment of a BID levy will be able to put a representative forward for appointment onto the Board, which will be elected through an annual meeting of members of the Business Improvement District.

The BID will be managed by Groundwork Cheshire, Lancashire & Merseyside. Groundwork are a not-for profit registered charity and limited company, established in Cheshire East in 1983. Groundwork have operated specialist Business Improvement District management services since 2005. These services have supported multiple town centres to develop successful BID programmes including Northwich, Warrington and Burnley.

Groundwork have also worked successfully with the Wilmslow Town Centre Management Group whilst supporting the town centre recover after the covid pandemic. This work has included the delivery of events, development and implementation of the Wilmslow's Way Better consumer brand, management of group meetings, support to develop the Business Improvement District and the provision of information services for companies to promote grant support programmes, events and developments across the town centre.

Groundwork will be the BID body, accountable for managing the receipt of income and subsequent delivery of services in Wilmslow town centre under the direction of the Wilmslow BID Board.

The Wilmslow town centre BID will operate for five years between the period 1st November 2022 through to the 31st October 2027. The BID will commence 66 days after the notice of the results of the Ballot (expected 26th August 2022).

Performance Monitoring

The BID will monitor and report on a range of key performance indicators (KPIs) including:

- Footfall research: In particular, when festivals and events are being delivered at key periods.

- Crime and Safety - Incidence of crime statistics
- Consumer perceptions
- Business community perceptions
- Retail Vacancy rates
- Quarterly Image audits of the town centre

Reporting the work of the BID to Levy Payers

The level of progress made on the delivery of the Business Improvement District will be reported to businesses on a regular basis by the Business Improvement District Board through the following communication channels:

- BID Financial Statement - A BID financial statement will be issued with each BID levy demand. This statement will detail the plans for expenditure by the BID in the forthcoming 12 months and also report on the finances of the BID and key achievements from the previous 12 months.
- The Wilmslow Business Improvement District Annual General Meeting.
- Wilmslow Business Improvement District Annual Report and Accounts.
- Regular website and social media updates, e-bulletin, printed bulletins and press releases.

The BID Levy

All non-domestic ratepayers in the geographical area with a rateable value equal to or above £15,000 will be liable for a BID levy. This will include all organisations that occupy a rateable property (hereditament) and property (hereditament) owners/ leaseholder (when units are vacant) in the BID geographical area.

Hereditaments with a prime purpose of use as a place of worship or state school provision will be excluded. The maximum liability for a BID levy will be capped at a maximum of £8,000 per annum per hereditament.

The first Business Improvement District levy will be charged for the period 1st November 2022 through to 31st March 2023. The second and subsequent BID levies will be for the relevant liable period (up to 12 months) from the 1st April each year until the final BID levy which will be issued in April 2027 for a seven month period ending 31st October 2027.

Cheshire East Council will be responsible for billing and collecting the levy on behalf of the Business Improvement District. The payment of the BID levy must be paid in full within 30 days of the BID levy invoice being issued, except where a company enters into an instalment plan. Cheshire East Council will pursue any non-payment of the BID levy in accordance with its usual procedures for the collection of non-domestic rates. Unless otherwise agreed in writing between the BID Body and Cheshire East Council as billing authority, the BID levy invoice is payable by whomever is the liable party for non-domestic business rates on the date the levy is invoiced. No refunds will be payable where there is a change of ratepayer or ownership before the next levy is invoiced.

The BID Levy (Continued)

The BID levy will be 1.5% of rateable value for all hereditaments, and will increase by 0.05% of a hereditament's rateable value each 12 months from April 2024, to provide an annual small increment to allow the level of investment to be maintained. All hereditaments with a rateable value below £15,000 will be exempt, however those businesses who wish to make a voluntary contribution towards the BID may do so and the levy will be calculated at 1.5% of rateable value.

The current rating list is based on the 2017 valuation. Levy payments will be based on the 2017 valuation and remain fixed for the period of the BID in line with the values at the time of the BID ballot except where any new streets are subsequently created and any new, refurbished or reconstructed hereditaments subsequently entered into the National Non-Domestic Rates list and falling in the BID area. In these circumstances hereditaments will become liable for a new / varied BID levy towards the Wilmslow BID and the

income and expenditure budgets will be amended in line with this variation to enable the BID to invest at the new levels of income available.

Vacant properties, or those undergoing refurbishment will be liable for the BID levy. This includes premises which have temporarily been zero rated from a value equal to or above £15,000 during the refurbishment (in which case the last valuation before zero rating will apply). In these circumstances, it will be the registered business rate payer at the time that the notice of ballot is issued who will be entitled to vote in the BID ballot.

In any circumstances where an overpayment has been made, for example if a hereditament is revalued at a lower value, a credit will be given for the BID levy only where a written notification and request is received within 3 months of the BID levy date.

Business Plan Finances

CASH INFLOW	2022/23	2023/24	2024/25	2025/26	2026/27	Totals
BID Levy Contribution (£)	202,350	202,362	204,379	205,400	206,427	1,021,918
Match Funding (£)	5,500	13,500	14,250	15,075	15,983	64,308
Estimate of Predicted Revenue (£)	207,850	216,862	218,629	220,475	222,410	1,086,226

CASH OUTFLOW	2022/23	2023/24	2024/25	2025/26	2026/27	Totals
Theme One – Way Better Experience (£)	105,000	108,200	113,925	109,674	105,450	542,249
Theme Two – Way Better Marketing and Town Centre Promotion (£)	35,000	40,525	43,568	44,131	44,713	207,937
Theme Three – Way Better Business (£)	17,000	19,175	20,356	20,544	24,738	101,812
Management and Levy Collection Costs (£)	38,550	39,506	35,494	36,518	52,577	202,645
BID Development Costs (£)	10,000	10,000	-	-	-	20,000
Total Annual Expenditure Budget (£)	205,550	217,406	213,343	210,867	227,478	1,076,144
Project Contingency and Estimated Cashflow Balance (£)	2,300	1,756	7,041	16,650	11,582	

Where the level of income recovered through the BID levies charged is greater than the forecast level, this additional income will be used to support further investments by the BID, and the income budgets amended to reflect this new income.

The costs for developing the BID have been funded by Wilmslow Town Council. The budgets for the BID assume that these costs invested by Wilmslow Town Council to develop the BID will be recovered from the BID Levy by Wilmslow Town Council.

The Town Council will have 6 months from the day of the BID Ballot in which to formally request repayment of BID monies, after which Wilmslow Town Council will lose the right to recover all or part of the BID development monies invested.

The costs of levy collection by Cheshire East Council, including software costs will be recovered from the BID levy.

The BID area, themes, governance and management arrangements and overall BID income percentages can only be altered via an alteration or renewal ballot. All other arrangements including specific projects and the percentage of funding allocated to each theme within the BID may be altered within the constraints of the overall BID budget without the need for an alteration or renewal ballot.

Businesses and organisations that are not liable for a BID levy may apply to become a voluntary member of the BID at the discretion of the BID Board.



The Ballot

A non-domestic ratepayer (business ratepayer) will be entitled to vote if they are listed as a nondomestic ratepayer on the date the notice of ballot is published. Each business ratepayer entitled to vote shall have one vote in respect of each hereditament (premises/building with an individual rateable value) in the geographical area of the Business Improvement District on which non-domestic rates are payable.

For the Business Improvement District to Proceed there must be:

- A majority voting in favour of the proposal from the number of votes cast
- A majority in level of rateable value from votes cast in favour of approving the proposal

The Ballot Timetable

Ballot papers will be sent out to reach eligible businesses on the 27th July. The ballot will close at 5pm on 25th August. The result of the ballot will be declared on the 26th August or as soon as possible after this date.

Baseline Agreements

To ensure that the Business Improvement District does not fund statutory services provided by Cheshire East Council a number of baseline commitments have been provided.

These baselines relate to:

- **Assets**
- **Highway Network Maintenance**
- **Business Support**
- **Highway Street Lighting**
- **CCTV**
- **Libraries**
- **Cleansing**
- **Parking**
- **Community Enforcement**
- **Public Art Delivery Support**
- **Event Management**
- **Public Rights of Way**
- **Highway Repair and Maintenance**
- **Visitor Economy**
- **Town Centre Health Monitoring**

The BID will monitor the baseline agreements on an on-going basis to ensure that Cheshire East Council maintain their agreed service delivery. This will ensure the BID's funding does not back fill or fund any baseline / statutory services. To view the baseline service statement from Cheshire East Council visit www.wilmslowbid.co.uk.

Frequently Asked Questions

What is a Business Improvement District (BID)?

The BID is a unique opportunity for businesses across the town centre to take a lead in the management and improvement of our town centre.

A new, additional investment led by the private sector

- The BID will generate around £1million of new investment into our town centre between 2022 and 2027.
- This investment will be managed and delivered by a new business led partnership, who will be answerable to the wider business community who fund the BID.

Where does the investment come from?

- The investment will principally come from a small additional levy on each premises (hereditament) within the town centre with a rateable value equal to or above £15,000.
- The cost for the average premises will be £2.11/day, with the smallest premises paying less than 60p/day.
- Together this will raise an investment of over £1million over 5 years, which we expect will lever additional funding from a range of sources.

Who decides if the BID is to be introduced?

- All eligible premises will be able to take part in a 28-day postal ballot vote to approve or reject the proposal for a BID in July / August 2022.
- If a majority vote in favour of the proposal from the number of votes cast, and this represents a majority in level of rateable value from votes cast in favour of approving the proposal, the BID will come into operation from November 2022, when all premises with a rateable value equal to or above £15,000 will pay the small annual levy towards the BID.

How is this different to business rates?

- The BID levy is separate from your business rates. Business rates are a statutory tax levied to fund expenditure by local and national government. Businesses have no direct control over how these funds are spent.
- The BID levies will only be invested in specific projects and services, additional to base line services provided by the public sector. The BID funds are all invested under the direction and control of the businesses and organisations in Wilmslow town centre that operate a business who pay a BID levy to support the BID.

Where do Business Improvement Districts already operate?

- Businesses and organisations in Altrincham, Manchester City Centre, Warrington, Chester and Northwich have all approved and re-approved BIDs in recent years.
- BIDs have been embraced by towns and cities across the UK since 2004 when they were first introduced.
- More than 300 BIDs have been approved since 2004.
- Businesses in these towns and cities have seen the benefits and return on investment from agreeing to work together and implement new progressive private sector led investment partnerships.
- These towns have seen increased footfall through new events and festivals, and have created safer, cleaner and greener town centres. This has resulted in an increase in the vibrancy and economic success of the businesses and towns they belong to.





Way Better Experience
Way Better Marketing and Promotion
Way Better Business



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Working for a brighter future together

Economy & Growth Committee

Date of Meeting:	12 July 2022
Report Title:	2021/2022 Annual Performance Review – Growth and Enterprise
Report of:	Peter Skates Director of Growth & Enterprise
Report Reference No:	EG/16/22-23
Ward(s) Affected:	All Wards

1. Purpose of Report

- 1.1. The purpose of the report is to provide the Committee with a review of the performance of the Growth & Enterprise department for 2021-22 working to the priorities and actions within the Council's Corporate Plan 2021-25.

2. Executive Summary

- 2.1. This report gives an update on performance across Growth & Enterprise department for the year 2021-22.

3. Recommendations

- 3.1. That the Committee note the performance of the department.

4. Reasons for Recommendations

- 4.1. The Economy & Growth Committee is responsible for reviewing and scrutinising the performance of the Growth & Enterprise department.

5. Other Options Considered

- 5.1. Not applicable.

6. Background

- 6.1. Growth & Enterprise is responsible for delivering Housing and Economic Development which are vital elements of developing the 'sense of place'. We also seek to enhance the contribution of our Countryside, and

participation with cultural, rural and visitor economies. Recognising the importance of our environment, heritage, culture and visitor offer to the Cheshire East's character. All of our aims and objectives are advanced through working with local and national partners.

- 6.2.** Management of our property portfolio and property disposal programme, ensures best use and value of the Council's assets while contributing to the strategic aims of the Council, and the Corporate Plan.
- 6.3.** The Impact of Covid19 placed additional challenges and pressures on recovering our Towns and Business network, the Growth & Enterprise Department has been heavily involved in supporting these networks over the past year, and also going forward will be progressing Growth Strategies, Recovery Plans and Actions.
- 6.4.** The Cheshire East's vision to be open, fairer, and greener is set out in the Council's Corporate Plan 2021-25, with three broad aims to be an open and enabling organisation; a council which empowers and cares about people, and a thriving and sustainable place. The Growth & Enterprise department contributes to a number of the priorities under the aim of a thriving and sustainable place:
- A great place for people to live, work and visit
 - Welcoming, safe and clean neighbourhoods
 - Thriving urban and Rural economies with opportunities for all
 - To be carbon neutral by 2025

7. Housing

Corporate Plan 2021-25: Key priorities	
A great place for people to live, work and visit	<p>Enable access to well designed, affordable and safe homes for all our residents</p> <p>To reduce the number of long-term empty dwellings</p> <p>To make best use of our surplus buildings and assets to support the borough and our partners</p>
Welcoming, safe and clean neighbourhoods	<p>Crime and anti-social activity and anti-social behaviour to be reduced</p> <p>Victims of crime and exploitation to be supported effectively by the council and partners through collaboration</p>
Thriving urban and rural economies with opportunities for all	Thriving and active rural communities
To be carbon neutral by 2025	To have delivered the milestones in becoming a carbon neutral council

Key Performance Indicators	2021/22 Outturn	Mid-year (20/21)	Mid-year (21/22)	Target 2021/22
Home adaptations for older and/or disabled residents	362	214	199	500
Increase the supply of new affordable housing	640	207	306	355
Maintain the number of long-term empty homes in Cheshire East to less than 1%	0.95%	End of year target	End of year target	<1%
Increase number of preventative and relief actions taken in order to reduce levels of homelessness in Cheshire East	1117	492	480	1000
Households helped to achieve affordable warmth	691	30	288	500
Households are helped to improve their living conditions	386	87	145	200

- 7.1.** Housing staff have continued to work hard to provide effective, customer focused frontline services to ensure that our residents were prevented from becoming homeless or were relieved from homelessness. This also included developing our services for rough sleepers having successfully secured another round of Rough Sleeping Initiative funding. In addition, staff have progressed on a further RSI bid proposal, which would enable us to secure 3 years funding to develop a multi-disciplinary team to support rough sleepers with complex needs. The Department of Levelling up, Housing and Communities will shortly be announcing the outcome of the bids.
- 7.2.** In 2021/22 we continued to experience issues with contractors and supply chains for materials, which impacted on our ability to undertake adaptation works as quickly as we would have liked. The team however undertook the required procurement to secure a new framework contractor and have worked to try and manage customer expectations.
- 7.3.** Improving the energy efficiency of our homes and reducing fuel poverty continued to be a priority within the team and the Housing Standards Team successfully secured £4,853,676 of Government funding to improve the energy efficiency of homes. Having been successful with our Registered Housing Providers in securing Social Housing Decarbonisation Fund, we are now working with them again to look at phase 2 funding.
- 7.4.** Ensuring we continue to increase the number of affordable homes across the authority is a priority set out within both the Corporate Plan, Local Plan and Housing Strategy. Following the establishment of the Council's Housing Development Framework, suitable land assets have now been identified and during 2021/22 we started to progress phase one of the mini competitions,

which will enable us to specify our requirements for the sites and select an organisation to take them forward to develop.

- 7.5. Providing a safe place to stay for the transient Gypsy and Traveller community and dealing effectively with unauthorised encampments, recognising the impact on our settled communities continues to be a priority, and we have moved a step closer with the approval of a planning application for the development of a Gypsy and Traveller Transit site.
- 7.6. The formulation of a Homelessness strategy which also sets out how the Council will assist Government to eradicate rough sleeping is a statutory requirement and in September 2021 the Economy and Growth Committee approved the revised Homelessness and Rough Sleeping strategy. The strategy was developed following a period of review and consultation.
- 7.7. We continue to support good landlords and avoid unnecessary regulation for those landlords who provide safe, well maintained homes, by demonstrating through our actions that poor standards of property management and letting out substandard accommodation will not be tolerated. On 30th November 2021 our revised Housing Enforcement Policy was presented to the Economy and Growth Committee and approved. In addition, the Growth and Economy Committee approved the Council's Unlawful Eviction Policy.
- 7.8. In October 2021 we saw the introduction of the Domestic Abuse Act 2021, which introduced new duties on local authorities to ensure victims of domestic abuse are able to move into social housing from a refuge or other form of temporary accommodation and to ensure that Cheshire East's Allocations Policy took account of these new requirements, it was updated and approved. In addition, 2 officers were seconded into specialist roles within the Domestic Abuse service to enhance the services offered.
- 7.9. In 2021 the Government called on local authorities to assist them to accommodate Afghan refugees. In partnership with our Registered Housing Providers we welcomed five families into Cheshire East.

8. Estates

Corporate Plan 2021-25: Key priorities		
A financially sustainable council which has increased levels of reserves		<ul style="list-style-type: none">• The Facilities Management team implement a series of projects and measures to reduce the running cost of the CEC estate• The Property Services and Farms teams have a Disposal Programme that aims to deliver capital receipts for the Council.• The Property Services and Farms teams manage leases on behalf of the Council and has an annual income target that offsets some costs of the service.• The Estates Service completes the implementation and development of its asset management system (Concerto) and corresponding service delivery process adjustments• The Estates Service successfully implements a new asset management plan

To make best use of our surplus buildings and assets to support the borough and our partners	<ul style="list-style-type: none"> Review the community asset transfer policy and provide a clear framework to support effective transfer and further explore 'shared' use with our partners of town centre assets Deliver Disposal Programme, support other Council initiatives, for example Housing Development Framework.
To have delivered the milestones in becoming a carbon neutral council	<ul style="list-style-type: none"> Deliver actions in the Cheshire East Council Carbon Action Plan Support where appropriate the Introduction of green vehicles across the fleet (including waste and highways) Reduce use of Gas by decarbonising sources of heating for our buildings Promote carbon neutrality and carbon zero development across Cheshire East, providing information, advice and guidance for householders and businesses to reduce their carbon use

Key Performance Indicators	2021/22 Outturn	As at 01 Jun 22 (22/23)	Target 2022/23
Capital receipts across assets and farms disposals	£1,300,000	£273,500	£1,000,000

8.1. The UK's property and construction markets continue to be impacted by the effects of the global Covid 19 Pandemic, EU Exit, the invasion of Ukraine and other global factors. This has practical implications including general inflation, significant spikes in energy costs and in the construction sector, challenges around cost and supply of workforce and materials. During the previous 2021/22 financial year the service has dealt with these issues and also dealt with the direct consequences of the pandemic on the delivery of day-to-day activity and also enabled other services to deliver remotely or out of the Council's land and property assets. The Estates team has been able to progress its work despite these issues.

8.2. The service has delivered business as usual during the pandemic whilst supporting other services in response to Covid 19, particularly providing covid safe office environments. This is the activity that the service is most proud of, the considerable effort that has been invested by all levels of staff to help maintain operational capability in our offices is worthy of note. In particular are our receptionists, cleaners and Building Support Officers have been a continuous presence through the pandemic. The service's post and print team have also helped to maintain effectiveness of staff who have been working remotely, whilst continuing to deliver their services from the office. The Estates service has been engaged in the vaccination and business grant activities along with a wide range of other pandemic related activity.

- 8.3.** Now the UK is in recovery from the pandemic the service has provided support for colleagues and services to understand future models of working, for example the provision of pilots of differing types of office accommodation. It has also gradually eased the restrictions in the office environment to match the Councils current requirements and has taken other steps to facilitate new ways of working, for example providing hybrid meeting capability in the Council's office space.
- 8.4.** The service has been heavily involved in the delivery of the Council's policy to deliver a carbon neutral Council by 2025. It has been successful in obtaining £6.7m of decarbonisation grants, which has delivered air source heat pumps, Photovoltaic Panels, LED lighting and insulation to a number of buildings, with Macclesfield Town Hall, Sandbach and Alsager Leisure Centres being examples of assets that have benefited. The Council has also been active in tree planting and the service has assisted this by identifying and making land available for this activity. It has developed the standard that will be required to be met when delivering construction projects in the future.
- 8.5.** The Estates Service has a Capital programme of construction projects valued at £80m underway on the Council's assets. In year £22m of projects have been completed and handed over to end users including eight school expansion projects and the refurbishment of Nantwich Leisure Centre. Ongoing work includes remediation, refurbishment, construction and regeneration projects.
- 8.6.** The Council has a target of £4m over 4 years set out in the MTFs and has achieved £1.3m in the last Financial Year. Good progress has also been made in the current year against these targets. It must be noted that these are minimum targets and disposal is predicated on a best effort basis to maximise capital receipts. Although Cheshire East has a robust Capital Programme, given the economic headwind in the economy and in particular in the Property and Construction sectors this is a prudent approach. The service also is active in different ways to dispose of assets. The Council has also adopted a Housing Delivery Framework, which disposes of assets for housing. The service has supported the development and implementation of this policy.
- 8.7.** In year, the Committee has considered and approved the Community Asset Transfer Framework and the service is currently implementing the use of this policy progressing live cases through the Framework.
- 8.8.** The Council manages a portfolio of land and property that it leases to third parties. There have been impacts arising from the pandemic and lockdowns with some tenants, but the Estates service has ensured, where possible, that issues are carefully managed, with appropriate advice and direction to support given.

- 8.9.** The service is successfully implementing a new property information system. Its successful implementation is a key achievement for the service in 2021 and 2022. The service has also enabled its contractor Equans to access the system generating efficiencies in the handling of data and improve real time reporting. Further work is ongoing to develop the system to improve the way the service deals with enquiries and develop appropriate workflows to manage more effective management of cases.
- 8.10.** The service was, due to the pandemic, delayed in developing a Corporate Asset Management Plan, however a policy principles report has been considered by the Committee and following this a draft Corporate Asset Management Plan has been developed for consultation with a proposal to present this to Committee in Autumn 2022. Further policy activity will follow on from the adoption of the plan.
- 8.11.** The service continues to deliver statutory compliance which is a critical activity to the Council and underpins all its other activity. It continues to be key to engage a wide range of stakeholders and have the appropriate attention for example through the Corporate Health and Safety forum and relevant upward reporting. The Facilities Management Team ensure the Council meet its statutory requirements, not only within our buildings, both other assets that the Council has a responsibility for.

9. Rural & Cultural Economy

- 9.1.** The Rural and Cultural Economy Service seeks to grow the contribution of countryside, cultural and visitor economy assets or opportunities to the Cheshire East economy helping it to be a thriving and sustainable place. The Service recognises the importance of our environment, heritage, culture and visitor offer to the area's character, economy, quality of place and wellbeing.
- 9.2.** The Public Rights of Way (PROW) team has once again delivered a very high standard of service to the public despite the high demands and some capacity issues. The Public Rights of Way Sub-Committee has oversight of this statutory service.

Key Performance Indicators	2020/21 Outturn	Mid-year (20/21)	Mid-year (21/22)	Target 2021/22
Ease of use of Public Rights of Way network (Due to effect of Covid, a proxy source of data has been used which calls upon a greater percentage survey than the previous method although not random in geography across the borough)	93%	n/a	n/a	80%
Audience figures for Lyceum Theatre (N.B. Theatre did not reopen until September 2021)	39,881	0	0	130,000
Tatton Park visitor numbers	615,000	410,000	420,000	700,000
Tatton Park net budget	£633,371	£743,914	£849,781	£849,781
Value of the Visitor economy (annual retrospective STEAM measure)	2020 £548m (reduced from £994m in 2019 due to impact of pandemic and lockdowns)	n/a	n/a	Annual figure due Sept 2022
% Carbon emissions being offset by the Council	32.9%	n/a	n/a	38%

- 9.3.** This service continued during the challenging period of the Covid-19 pandemic when usage of the network increased as a result of the lockdowns. Lockdowns highlighted the vital importance of the network for our communities' physical and mental wellbeing, and in doing so, the necessary of resources to maintain the asset, contribute to active travel and provide the benefits of wider access to the rural area and countryside.
- 9.4.** In 2021/22 the team responded to more than 350 new issue reports about path furniture, signposting, surface and bridges, replacing and repairing where necessary and resolving 365 issues; progressed path diversion cases; processed claims for routes; and responded to enquiries from landowners and users in order to protect and maintain the network for all. Capacity is stretched across the work of the team, including on the legal orders work, where work progresses through waiting lists, dealing with 19 new diversion application requests (compared to 13 in the previous year), 6 new Definitive Map Modification Order claims received compared to 4 in same period last year, 356 planning application responses compared to 349 in the last year, and 178 searches undertaken compared to 116 for the same period last year, in addition to other functions and enquiries.
- 9.5.** The team has also completed the preservation and digitisation of historic records, secured a continuation of grant for gates to replace stiles project secured from Peak and Northern Footpaths Society and delivered of path improvement projects across the network with local partners and volunteers.
- 9.6.** The Countryside Ranger Service is responsible for Cheshire East Councils Country Parks, Nature Reserves and Linear Trails, which together attract over 1,000,000 visits each year.

- 9.7.** In 2021/22, the Ranger Service retained its Green Flag awards at Teggs Nose Country Park and Brereton Heath Local Nature Reserve, and the Britain in Bloom “Gold Award” for our nature conservation work on Lindow Common SSSI. The Service planted over 2000 trees and completed a rewetting of peat project on Lindow Common, the latter supported by Natural England.
- 9.8.** The Countryside Ranger Service works closely with the PROW team to improve access to the wider countryside, and the teams are often work. The Service was supported by volunteers who provided 1028 days’ worth of time to help maintain the country parks and trails.
- 9.9.** The Visitor Economy team supports an important sector for Cheshire East that until the pandemic would have been worth more than £1bn to the local economy in 2020. As anticipated and reported to Committee in September 2021, the value of visitor economy reduced in 2020 as a result of the pandemic, the lockdowns and impact of associated regulations. The economic value reduced to £548m in 2020 from £994m in 2019 (STEAM data) while direct employment also fell from over 11,000 to around 5000 in the same year. The data is always retrospective and so the figures for 2021 will not be available until later this year.
- 9.10.** The Visitor Economy team has worked with Marketing Cheshire and others to develop a series of promotional campaigns to position Cheshire as a Family Destination with the strapline ‘Our Family Welcomes Your Family’ based around the premise of families reconnecting post Covid. Again, with Marketing Cheshire the team is supporting a ‘Destination Cheshire’ network of non-Chester based tourism businesses and attractions. This ensures communication of best-practice, coordination of marketing activity, peer support and provides an ability to consult businesses directly on strategy going forward.
- 9.11.** While sales of event tickets have been impacted by the pandemic due to a move to on-line booking, requests for visitor information and sales of local products or gifts in the visitor information centre are close to pre-pandemic levels as town centre footfall increases and people are looking to explore their locality.
- 9.12.** Post-Covid, hospitality businesses have had real issues around recruitment, to the point where this is hampering their ability to trade in a way that ensures their survival. The Visitor Economy team have been working in partnership with DWP & Springboard (National Hospitality Training Agency) to develop a bespoke approach to the significant issues of recruitment, retention, and skills since 2021. This aims at providing local people with career opportunities and local businesses with employees to cover their vacancies. The project offers targeted support and the opportunity to have a week’s long training course into hospitality, along with 1-1’s and CV/Interview assessments. At the end of it they are offered a work placement and a

guaranteed job interview. The project is fully funded and in partnership with Job Centre Plus & Springboard.

- 9.13.** Ahead of developing a new Visitor Economy Strategy in 2022, a Tourism Recovery Plan was approved by the Economic and Growth Committee on 16th September 2021 to support sector recovery to the benefit of the wider economy.
- 9.14.** Plans for the History Centre in Crewe continue to progress as part of the larger Archives project. A successful National Lottery Heritage Fund (NLHF) mid-point review in December 2021 has provided the green light to continue developing the scheme proposals and to submit a stage 2 funding bid later in 2022. The current development stage of the project includes building design to RIBA stage 3, activity planning, interpretation, business planning, consultation, and engagement.
- 9.15.** Ly2 has received planning consent in Lyceum Square, Crewe. Working collaboratively with Economic Development colleagues, the Cultural Economy Team are currently working on the art elements of the project with designs for an art carpet, murals, stage and facades completed.
- 9.16.** Proposals for 'Powerhouse' in Crewe (a new commercial music venue and creative skills development hub) have been accepted by Crewe Town Board and DCLG for the next stage of Towns Fund business case process. The new facility is planned to be sited immediately adjacent to and to complement Ly2, the Market Hall and the Lyceum Theatre. Work has continued at pace and is supported by Economic Development, RIBA3 having been completed and full business case being submitted in June 2022.
- 9.17.** Other work commissioned under the Council's Cultural Framework includes a project that received funding through the Welcome Back fund to allow for street pianos, and light boxes for both Macclesfield and Crewe Town Centres. The MAKO programme of digital and creative engagement for young people is another commissioned programme that continues to deliver in Crewe. It has successfully engaged with over 154 vulnerable young people in 2021/22, with programmes continuing in 2022.
- 9.18.** The Cultural Economy Team with support from the Economic Development service commissioned a mural of one of Macclesfield's finest musicians now has pride of place in the town centre, which was completed in March 2022. The mural of Ian Curtis, the iconic frontman of Joy Division, is a fully funded Cheshire East Council project and has been painted by well-known street artist 'Akse'. It adorns a building on Mill Street, just across from the bus station. As well as attracting a lot of attention in the town itself, it generated TV coverage and a huge amount of positive social media for Macclesfield and Cheshire East.
- 9.19.** The service has provided valuable advice and support to the events sector to help recovery following COVID, including the launch of a new, on-line events booking system.

- 9.20. Tatton Park, which received 'Green flag' and 'Green Heritage site' awards once again, continues to be an important environmental and community resource as a driver of the local visitor economy. The Tatton Park recovery plan is being delivered, taking account of the impacts of the pandemic. Visitor numbers to the Park, Garden and Farm attractions were buoyant following the removal of Government restrictions at the end of June 2021. Some areas of activity, such as corporate hire, education visits and group visits are recovering slowly, but weddings and filming days were higher than pre-pandemic.
- 9.21. Events are an important area of activity, which have started again since June 2021. Despite the loss of a few events from the calendar, Tatton has been able to host much of its usual programme, including the RHS Flower show which welcomed 65,000 visitors in July 2021. Among the events and activities run directly by Tatton itself, a series of 'Percy the Park keeper' trails and events were particularly popular with the families. This was recognised by the Marketing Cheshire Tourism award for Tatton's marketing campaign for 'Percy the Park Keeper'.
- 9.22. Tatton Park has launched new education programmes that diversify the educational opportunities available to visitors and futureproof for the new ways in which people hope to engage with learning venues following the pandemic. This was funded through a successful bid to the Arts Council Cultural Recovery Fund. The programme includes a range of new on-site experiences, outreach workshops and opportunities for digital learning. In August 2021, it was confirmed that Tatton Park received its ninth consecutive Sandford Award for Excellence in Heritage Education.
- 9.23. At its meeting on 16th September 2021, the Economy and Growth Committee approved a process to review the plan and prepare a new Rural Action Plan for the period 2022 -25.
- 9.24. The service is also leading the Natural Capital workstream (including nature-based offsetting) as part of the Council's Carbon Action Plan. As well as developing a sub-regional Natural Capital Plan, the programme of tree planting and peatland restoration has continued as part of its Carbon Action Plan commitments to help be carbon neutral by 2025. Since 2019, 22 hectares of trees have planted and one peatland near Gawsworth restored. The programme has been developed in partnership with Mersey Forest and in collaboration with Cheshire Wildlife Trust. It includes new planting in parks and open spaces, in school grounds, at Tatton Park and in Countryside areas such Borrow Pitt Meadows and Riverside Park. The largest tree planting site of 7ha has been at Leighton Grange near Crewe (equivalent to around 10 football pitches) working with the Mersey Forest team and volunteers from the Green Task Force, a charity that uses nature-based therapy to help veterans struggling with their mental health into work.
- 9.25. The project team is working in partnership with Mersey Forest and Cheshire Wildlife Trust to improve tree planting and biodiversity on other land in the

borough. It is also contributing to the development of a sub-regional Local Nature Recovery strategy, a mandatory requirement of the Environment act that will build on the Natural Capital Assessment and Investment Plan for Cheshire and Warrington completed earlier in 2021. Member of the team are also developing a catchment-wide approach to the Bollin Valley with a range of partners (including a pilot Environmental Investment Readiness project), developing proposals to improve the Crewe Valley Brook corridor and is supporting the Local Nature Partnership.

10. Economic Development

Corporate Plan 2021-25: Key priorities	
Priority: Thriving urban and rural economies with opportunities for all	<ul style="list-style-type: none"> • Delivery of a strategic regeneration plan for Crewe • Delivery of a strategic regeneration plan for Macclesfield • Successful town centres in our other key towns • Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough • Thriving and active rural communities
Priority: To be carbon neutral by 2025	To have delivered the milestones in becoming a carbon neutral council

Key Performance Indicators	2020/21 Outturn	Year end (21/22)	Target 2021/22
Delivery of capital programmes and projects on time and to budget	New measure	100% • Crewe Market Hall • Castle St, Macclesfield	100%
Town Centre Footfall	Total footfall during 2021-22 across all 11 centres has increased by 4% to 7.80m Crewe increase of 36% to 1.136m Macclesfield increase of 4% to 1.371m Alsager increase of 9% to 0.395m Congleton decrease of 13% to 0.804m Handforth no change 0% to 0.385m Knutsford decrease of 5% to 0.771m Middlewich decrease of 5% to 0.347m Nantwich increase of 26% to 0.582m Poynton decrease of 16% to 0.410m Sandbach decrease of 9% to 0.599m Wilmslow decrease of 7% to 1.000m		10% increase on 20/21 figures
Deliver Business Growth Support	Distributing Additional Restrictions Grant	All funding in rounds 1 and 2 allocated and distributed in accordance to the Council's Policy	100%

- 10.1.** The Economic Development service comprises three main teams the Regeneration and Development team, the Business Support team and the

Projects team – focused on carbon reduction/energy and digital connectivity – all three have been incredibly busy this financial year.

10.2. The Corporate Plan specifically identifies activity in Crewe and Macclesfield as the borough's largest towns as key objectives, and both are at exciting stages of development having established regeneration frameworks and significant funding streams secured. Our focus also seeks to create enhancement and vitality in all our Market Towns and key service centres. The Regeneration and Development team deliver this activity.

10.3. Crewe regeneration activity this financial year is summarised below:-

10.3.1. It has obtained two significant awards of Funding from the government: Future High Streets Fund (£14.1m), and Town Investment Fund (£22.9m) to revitalise the Town Centre.

10.3.2. Ten projects under the Future High Street fund have already been mobilised while the ten projects under the Towns fund have addressed funding conditions to advance and in October were submitted to the next key government gateway. The development of detailed business cases using HM Treasury's five case business case model have begun. An Accelerated Towns Fund project utilizing £0.75m government grant has been used to develop designs and costings for Ly2 project and a planning permission has been granted.

10.3.3. The Royal Arcade Development, with a new Bus Station and Multi Storey Car Park has developed to RIBA Stage 4 – designs and costings. In September the full scheme including the leisure element secured a hybrid planning consent. The team have continued to work constructively with the development partner on costs, designs to progress for phase 1, and preparation works are commenced on site ahead of the start of construction of the Bus Station and Multi Storey Car Park Elements.

10.3.4. The newly refurbished Market Hall successfully opened in May 2021 and the data shows that it is becoming an anchor retail, leisure, and entertainment venue in the town. Early success is supported by footfall data which shows that between April 2021 and April 2022 there were 36% more people in the Crewe town centre area, to a total figure of approx 1,136,000 during the year.

10.4. Macclesfield regeneration activity has also been progressing;

10.4.1. A Levelling Up Fund bid was submitted to the government in June 2021 for £14.5m, to redevelop the market hall, upgrade the public realm to enable and encourage outdoor hospitality and to improve the Old Sunday School a grade 2* listed building to enable greater and community and commercial use. Although unsuccessful in the national allocation, it has

provided further focus for a second – Round 2 – bid to be made this summer.

10.4.2. The £1.6m public realm investment on Castle St started in summer 2021 and was completed in early October 2021. In March 2022, the scheme received a Macclesfield Civic Society award for excellence. This council investment in public realm, has stimulated private investment in gateway buildings that were vacant providing new commercial and residential floorspace.

10.4.3. A specialist team of advisors has been appointed to develop an Options and Feasibility for the following areas have been completed and Officers are working through implications and business case development:

- Station Gateway/campus and Churchill Way Corridor
- Macclesfield Town Hall Study and
- the Market Hall.

10.4.4. Footfall data shows that year on year change between April 2021 and April 2022 in Macclesfield has increased 4% to 1.371m.

10.5. Our Market towns - The Regeneration and Development team also focus on the maximising the vitality of our other nine towns (listed below), addressing another of the key priorities in the corporate plan. Unsurprisingly, covid has impacted these centres more so then Crewe and Macclesfield, as can be seen by the footfall data below April 2021 and August 2021:-

Alsager	increase of	9%	to 0.395m
Congleton	decrease of	13%	to 0.804m
Handforth	no change	0%	to 0.385m
Knutsford	decrease of	5%	to 0.771m
Middlewich	decrease of	5%	to 0.347m
Nantwich	increase of	26%	to 0.582m
Poynton	decrease of	16%	to 0.410m
Sandbach	decrease of	9%	to 0.599m
Wilmslow	decrease of	7%	to 1.000m

10.6. This decrease in footfall in smaller towns is in line with national trends, data shows that between all but two of our key service towns saw a decrease in footfall as people favoured trips to their immediate and smaller centres.

10.7. The team has produced a series of Town Vitality baseline reports for all nine key service centres. These baselines bring together for each centre an analysis of the town centres as they currently exist. Draft tool kit reports have also been produced, and shared with Town Councils and other stakeholders, showing examples of initiative supporting town centres aligned to Institute of Place The Team has successfully closed the £572,870 Welcome Back to The High Street Fund. This funding was used to launch the Say Hi to the High St campaign with 11 mini videos (one for each town) on social media,

adverts in local press and mailshot to 187,000 residential and business premises to advertise safe reopening of local high streets.

- 10.8.** The Regeneration and Development team is also responsible for delivering three major housing schemes (known as the 'Strategic Sites'), combining land owned by the council with other landowners' sites to provide development of significant scale. This includes a potential 1675 dwellings at Garden Village, Handforth, 1000 dwellings at Leighton, Crewe and 950 in South Macclesfield.
- 10.9.** At Leighton Green, NW Crewe package negotiations are ongoing with other landowners to crystallise s106 to confirm grant of planning consent. This will unlock land parcels and delivery strategy to be agreed. Planning for the Council's development land was approved in Spring/Summer 2021.
- 10.10.** Further works have been commissioned on the Handforth Garden Village hybrid planning application during 2021-22 to supplement existing statements including further on-site investigations. This will enable the Planning application to be allocated for a committee date to be considered by Strategic Planning Board.
- 10.11.** The Projects team are also active in roles relating to energy and carbon saving such as :
- The delivery of the ELENA Energy programme which has levered over £30m of investment locally into low carbon projects;
 - Embedding carbon into the council's business planning process;
 - Progressing the Council's first solar farm; and
 - Delivering the Vanguard Hydrogen project.
- 10.12.** A key aim of the team is to also work in an integrated fashion with other service colleagues to embed carbon into other workstreams, including Handforth Garden Village, Crewe regeneration (Crewe Heat Network), and Macclesfield (Market Hall and Town Hall decarbonisation). At the Royal Arcade, for example, proposals for a scheme to incorporate increased electric vehicle charging capacity and photovoltaic cells in the bus station and multi-storey car park development have been adapted.
- 10.13.** Coordinating the covid response to Cheshire East businesses, the Business Support team's primary objective over the last 18 months has been the delivery of the COVID-19 discretionary business support grants. This work has been accommodated on top of their normal business roles, and at times utilising secondees from across other services within the Council to assist.
- 10.14.** Throughout the year the team reacted to emerging decisions and support programmes around the Retail, Leisure and Hospitality sectors. The Team established and processed the further rounds of the Additional Restrictions

Grant Schemes 1 and 2 (ARG) – Assessed 2133 applications and paid out £11.1million in grants to 1,102 businesses. These programmes ended on the 30 June 2021.

10.15. A new £3.4m ARG programme started in August 2021 and it conclude in March 2022. There were three workstreams:

- 10.15.1. the Extended Restrictions Grant Scheme – Launched in September 21 and to date paid out £322,000 to 143 businesses.
- 10.15.2. the Business Interruption Fund – Launched at the beginning of October 21 and to date approved 73 applications; and
- 10.15.3. the newly launched Recovery & Growth Programme to support local economic recovery and assisted businesses that are seeking to grow, adapt, diversify, and expand their current operation to support long-term sustainability.
- 10.15.4. This programme has been evaluated and 104 responded to the survey the evaluation identified that:
 - **393** jobs were saved
 - **284** new jobs were created
 - Net job impact in Cheshire East **677**, and
 - Additional revenue growth in businesses of **£17.06 million**
- 10.15.5. Within this programme additional support was provided to businesses via:
 - 1:1 support through telephone, e-mail, live-chat, video call
 - Guides and templates to aid the development of the application
 - On-demand webinars explaining how to use the tools
- 10.15.6. During 2021-22 the Business and Support Team has continued to promote the borough and account managed the following Inward Investment activity:
 - Development of a place-based investment plan
 - Supporting investment plans for:
 - Bentley Motors – secured £2.5bn investment in Crewe over 10 years
 - Barclays – redevelopment of Radbroke Technology Campus including relocation of 1,000 jobs from Northwich
 - Club L London – eCommerce fashion brand, signed at Magnitude
 - Swizzels – expansion of new manufacturing plant at Magnitude
 - Tatton Services – planning application submitted for new motorway service area
 - Development of Expression of Interest for Great British Railways HQ

1. Implications

1.1. Legal

- 1.1.1. There are no legal implications arising from this report.

1.2. Finance

- 1.2.1. The financial implications of changes in performance requirements or responding to current performance levels will be included in the Financial Year Review.

1.3. Policy

- 1.3.1. The report sets out how the department is contributing to the Cheshire East Council Corporate Plan 2021-25.

1.4. Equality

- 1.4.1. There are no equalities implications arising from this report.

1.5. Human Resources

- 1.5.1. There are no human resources implications arising from this report.

1.6. Risk Management

- 1.6.1. The performance reporting process 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 outputs, identify trends and areas for improvement, and introduce corrective and/or preventative actions wherever necessary to address areas of poor - or under – performance.

1.7. Rural Communities

- 1.7.1. There are no implications for rural communities arising from this performance report.

1.8. Children and Young People/Cared for Children

- 1.8.1. There are no implications for children and young people arising from this performance report.

1.9. Public Health

- 1.10. There are no implications for public health arising from this performance report.

1.11. Climate Change

- 1.11.1. The performance report highlights key initiatives and schemes which support and benefit the Councils aims and objectives to reduce impact on climate change.

Access to Information	
Contact Officer:	Peter Skates, Director of Growth & Enterprise peter.skates@cheshireeast.gov.uk
Appendices:	None
Background Papers:	None

Work Programme – Economy and Growth Committee – 2022/23

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
EG/12/22-23	13 Sep 2022	Empty Homes - Our Approach	To outline the options available to the Council to bring empty homes back into use, outlining the powers and financial requirements and approve an agreed approach which will be implemented by the Housing Standards and Adaptations Team.	Director of Growth and Enterprise		TBC	No	A thriving and sustainable place	
EG/12/22-23	13 Sep 2022	Domestic Energy Efficiency and Eco Flexibility Policy Review	To provide an update on the Domestic Energy efficiency programmes which have been secured for Cheshire East residents and seeks approval to update associated policies.	Director of Growth and Enterprise		TBC	No	A thriving and sustainable place	No
EG/03/2022-23	13 Sep 2022	Asset Management Plan	The report introduces the Council's Asset Management Strategy and Corporate Asset Management Plan.	Director of Growth and Enterprise		Yes	Yes	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
EG/06/2 2-23	13 Sep 2022	First Financial Review of 2022/23	To receive an update on the financial position for 2022/23. To note or approve virements and supplementary estimates as required.	Director of Finance and Customer Services (s151 Officer)		No	Yes	An open and enabling organisation	No
EG/15/2 2-23	13 Sep 2022	Visitor Economy Strategy		Director of Growth and Enterprise		TBC	No	A thriving and sustainable place	No
EG/14/2 2-23	13 Sep 2022	Rural Action Plan		Director of Growth and Enterprise		TBC	No	A thriving and sustainable place	No
EG/17/2 2-23	13 Sep 2022	Southern Gateway Pedestrian Scheme - Land and Rights	To consider the findings of the public consultation and approve the preferred scheme option.	Director of Growth and Enterprise		No	Yes	A thriving and sustainable place	No
EG/04/2 1-22	13 Sep 2022	Capital Development Project - Broadways Meadows MSCP	To inform Committee as to the appraisal of the current surface car park at Broadway Meadows, Wilmslow, for development as a Multi Storey Car Park and ancillary residential development, to support additional provision of car parking spaces.	Director of Growth and Enterprise		No	No	A thriving and sustainable place	No
EG/07/2 2-23	15 Nov 2022	Second Financial Review of 2022/23	To receive an update on the financial position for 2022/23. To note or approve virements and supplementary estimates as required.	Director of Finance and Customer Services (s151 Officer)		No	Yes	An open and enabling organisation	No

Reference	Committee Date	Report title	Purpose of Report	Report Author /Senior Officer	Consultation and Engagement Process and Timeline	Equality Impact Assessment Required and Published (Y/N)	Part of Budget and Policy Framework (Y/N)	Corporate Plan Priority	Exempt Item and Paragraph Number
EG/11/2 2-23	15 Nov 2022	Mid Year Performance Review	To consider mid-year performance.	Director of Growth and Enterprise		No	No	An open and enabling organisation	
EG/08/2 2-23	17 Jan 2023	MTFS Budget Consultation	To respond to the budget consultation.	Director of Finance and Customer Services (s151 Officer)		No	Yes	An open and enabling organisation	No
EG/04/2 2-23	17 Jan 2023	Supported Employment Strategy	This report sets out the recommendations for a strategic approach to supported employment relating to adult social care customers with complex needs and support into work.	Executive Director Adults, Health and Integration		Yes	Yes	A thriving and sustainable place	No
EG/09/2 2-23	14 Mar 2023	Third Financial Review of 2022/23	To receive an update on the financial position for 2022/23. To note or approve virements and supplementary estimates as required.	Director of Finance and Customer Services (s151 Officer)		No	Yes	An open and enabling organisation	No
EG/02/2 022-23	TBC	Town Centre Vitality Plans	To consider the outcomes of the public consultation.	Director of Growth and Enterprise		Yes	No	A thriving and sustainable place	No

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