

Highways & Transport Committee

Date of Meeting:	26 th January 2023
Report Title:	Infrastructure & Highways Department – Mid-year Performance Review
Report of:	Tom Moody, Director of Infrastructure & Highways Services
Report Reference No:	HT/71/22-23
Ward(s) Affected:	All wards

1. Executive Summary

- 1.1. This report gives an update on performance across Infrastructure and Highways services for the first half of 2022-23.

2. Recommendations

- 2.1. That the Committee note and comment on the performance of these services.
- 2.2. That the Committee note the on-going work of the Highways Service to support delivering the Council's Brighter Futures customer strategy.

3. Reasons for Recommendations

- 3.1. To update the Highways and Transport Committee as to the performance of the Infrastructure and Highways Department's services for the first half of 2022/23.

4. Other Options Considered

- 4.1. Not applicable.

5. Background

- 5.1. The Infrastructure and Highways Department is responsible for advising the Council on key policy areas, notably the Local Transport Plan and Local Plan, and is responsible for delivering front line customer facing services, related statutory functions and major projects and programmes. These include all highway services, strategic transport, parking, active travel, public transport, HS2 and major transport projects.

5.2. The Cheshire East Council Corporate Plan 2021-25 sets out our vision for an open, fairer, greener Cheshire East 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 Infrastructure and Highways Department contributes to several the priorities under the theme of “A thriving and sustainable place”:

- A great place for people to live, work and visit
- A transport network that is safe and promotes active travel
- To be carbon neutral by 2025

5.3. Highway Services

Corporate Plan 2021-25: Key priorities	
Priority	Aim
A transport network that is safe and promotes active travel	Safer and well-maintained roads

5.3.1. Appendices 1 and 2 contain information on service performance to date with the delivery of revenue and capital funded activities and projects for the first half of 2022/23 and on the Performance Management Framework which measures key outputs of the Highways Service Contract with Ringway Jacobs.

The information is presented in dashboard format, with key budgetary and progress information presented in each case, with any issues of note highlighted by exception on each sheet.

These reports are a key part of the monthly contract monitoring processes undertaken by the Council’s client team with Cheshire East Highways as the service delivery partner.

5.3.2. For the first half of 2021/22 the service operated within the continued constraints and challenges posed by the pandemic which impacted in a number of areas, in particular with reduced supply chain resource and material supplies. In a small number of areas and projects this has contributed to increased costs and delays to commencement and/or completion.

5.3.3. In addition to this, UK inflation remains elevated. The invasion of Ukraine exacerbated global inflation trends, particularly around food and energy. The rise in energy and fuel prices has been a significant factor behind the UK CPI moving to over 9% and forecast to be over 10% during 2022. The impact on highways is seeing a global increase in the prices of construction materials, fuel costs and more local competition for a limited pool of subcontract and labour resource has added to this pressure. It

should however be noted that against this backdrop the performance of the service has continued to be strong throughout.

5.3.4. In 2022/23 work has continued to implement the refreshed Service Improvement Plan to ensure that more effective ways of working continue to be developed and implemented. This continues to include delivering significant improvements to customer experience as part of the Council's Brighter Futures Transformation Programme.

5.3.5. As part of this the Highways Service have implemented the following;

5.3.5.1. Monthly newsletters published, with the first one in April 2022, the amount of subscribers has now increased from 900 previously reported to 1,309 (as at 17th November), providing updates on delivery, forthcoming events and social value initiatives.

5.3.5.2. The previously relaunched version of the annual work programme designed to be easier to navigate and be more informative is updated month to show progress and a link to the council website is provided in the newsletter.

5.3.5.3. The Member and Town and Parish Satisfaction surveys closed on 31st May 2022. An action plan from the survey is in place and this was developed using the feedback received. This is currently being reviewed to close out and include any new activities. It is intended that this survey is repeated annually in June 2023.

5.3.5.4. Held two Engagement Days in the Borough. The first on 4th July at Crewe Alexandra's stadium with 38 members in attendance and they were able to watch demonstrations, talk with officers around service priorities and constraints and give feedback on their key issues. The second on 30th September at Macclesfield Town Hall with 25 members in attendance and members were updated on structures of highway teams, winter maintenance and flooding with opportunities to meet partner organisations such as the Environment Agency and United Utilities plus Senior / Local Highway Officers at Cheshire East Highways who would be providing key points of contacts for members.

5.3.6. Relaunched the Fix My Street system in July 2022 as the principal way of contacting the Service with asset related enquiries. Training was offered at the members event of 4th July 2022, no training requested but feedback has been provided to the team on service improvements and these are being addressed at part of the Customer Journey feedback work stream. Information of Fix My Street will also be promoted through the monthly newsletter early 2023 to widen its promotion to members of the public and town / parish council. The refreshed Service Improvement Plan also places a focus around the need to improve service quality assurance and demonstrate value for money through the highways term services contract. The Council are continuing the recruitment of a number of new roles to add resilience and additional expertise to the client team, with one of these roles being dedicated to quality assurance. An appointment has been made to an interim role to conclude an independent consultant has been appointed to develop a client led annual audit plan that will then pass

over to the new permanent appointments once completed. This plan will focus on key risk areas as well as those where the Council intends to invest most money into its highway network.

- 5.3.7.** Work on a number of key schemes have been completed in the first two quarters on 2022/23 including Beam Street and Safer Roads Fund projects on the A536 and A537.
- 5.3.8.** Beam Street - This has included the scheme to improve the public realm along Beam Street in the centre of Nantwich, these were completed on time and within the available budget. Further carriageway improvements are due for completion during January 2023.
- 5.3.9.** A536 Congleton to Macclesfield - The road has been resurfaced with a new higher skid resistant surface. We have refreshed the road markings and added new edge of carriageway lines to enhance visibility of the road edges. Works have been completed on installing a new average speed camera system between Eaton and the outskirts of Macclesfield. New speed limit and average speed camera signs have been installed.
- 5.3.10.** A537 Macclesfield to Buxton – The project is nearing completion of works to replace the old average speed camera system with a new system, including extending coverage towards Macclesfield. Works to lay a new higher skid resistant road surface have been completed. At the same time, we refreshed the road markings and road studs. This includes recently completed carriageway surfacing works near Macclesfield and installing new vehicle restraint barriers, bollards and signs along the route.
- 5.3.11.** A report was presented at the Highway and Transport Committee on 22nd September that approved the adoption of a number of documents by the Council including a Speed Management Strategy, Vehicle Restraint System Strategy and Skid Resistance Strategy. This followed the completion of a review on the Speed Management Strategy which included a public consultation, attracting over 916 responses. Work is now underway on the process for implementation of the Speed Management Strategy and all member briefings are being planned for early 2023.
- 5.3.12.** In terms of challenges, we are continuing to see an increasing number of category 1 defects (potholes) were observed across the network where safety repairs are required. As reported previously this is a direct result of a reduction in capital investment in highway maintenance, which with the continued increase in inflation and a 4-year Department for Transport grant settlement now known will continue to decrease in real terms.
- 5.3.13.** In 2022/23 the investment in category 1 defects is £2.207m (so far to the end of Quarter 2, a total of 9,188 potholes have been filled) this compares to £2.1m of investment in 2021/22 (27,474 potholes were filled in 2021/22). It is expected that the rate of number of potholes to be filled in 2022/23 will rise throughout the second half of 2022/23 due to the weather. However, we expect there has been an overall downward trend in the total number of potholes due to the proactive approach in maintenance and level 2 patching works undertaken. This approach is supported by Council's additional £19m over 3 years capital investment

into its highway network will go some way to alleviating the issue of the number of potholes increasing annually.

- 5.3.14. There is increasing pressure around general tree maintenance works. The Council recently developed an organisation wide Tree Risk Management Strategy (TRMS) covering all its tree stock and this included trees on the highway. A pilot to inform a highway specific tree safety inspection code of practice which ties into the TRMS is ongoing and largely funded from a corporate allocation. It is anticipated that the new code of practice will be implemented in the 23/24 financial year and the pilot will help to determine the budget requirements moving forward, a report is due to be considered by Committee in March 2023
- 5.3.15. In October 2022, the 2022/23 winter maintenance season commenced based on the revised gritting network implemented for the 2021/22 season
- 5.3.16. Planning permission has been submitted to replace the salt barn at the Macclesfield Depot and work continuing to explore wider investment in the Councils highways depot assets to ensure service delivery can be optimised. It is expected that the new salt barn at Macclesfield will come online in readiness for the 2023/24 winter season. The new salt barn at Wardle is fully operational for the 2022/23 winter season.

5.4. Infrastructure Services

Corporate Plan 2021-25: Key priorities	
Priority	Aim
A transport network that is safe and promotes active travel	Successful delivery of the major infrastructure programme

- 5.4.1. **Appendix 3** contains information on service performance on the delivery of the major transport scheme capital programme.

The information is presented in dashboard format, with key budgetary and progress information presented in each case, with any issues of note highlighted by exception on each sheet.

- 5.4.2. These reports are a key part of the monthly monitoring processes undertaken by the project teams. The information is the latest available prior to the drafting of this report. All projects have continued to work within the additional constraints and challenges of the pandemic which has impacted on working practices for each scheme.
- 5.4.3. **Congleton Link Road** was opened in April 2021. It is the largest project ever delivered by the Council. The scheme is now in a period of post-monitoring evaluation to assess how successfully it has met its objectives.
- 5.4.4. The construction of **Poynton Relief Road** has continued throughout the period with the achievement of several key milestones. Delays associated with utility companies' diversion works have resulted in the opening now

being programmed for early 2023, although this will be dependent to some extent on winter weather conditions.

- 5.4.5. Work commenced in May this year to construct the North **West Crewe** major highway scheme to support housing development. Progress on site has been good, but again, delays with utility company diversion works has meant that the first phase of traffic management (the A530 closure) has been extended longer than originally programmed. It is currently planned to re-open the affected section of the A530 in January.
- 5.4.6. The public inquiry to consider the compulsory purchase, side roads and bridge scheme orders for the **Middlewich Eastern Bypass** scheme was held between 8th November and 11th November. The Inspector's report to the Secretary of State is now being prepared. Meanwhile, work is continuing on the preparation of the Full Business Case for submission to the Department for Transport for final approval (subject to a positive decision by the Secretary of State).
- 5.4.7. Scheme development work has also continued on the **A500 Dualling** scheme that will enable delivery of planned growth and strategic access to Crewe and the HS2 Hub Station as set out in the Local Plan
- 5.4.8. The **Flowerpot Junction** scheme in Macclesfield is the subject of a separate report on this agenda.

5.5. HS2 Programme

Corporate Plan 2021-25: Key priorities	
Priority	Aim
Thriving urban and rural economies with opportunities for all	Successful delivery of the Crewe HS2 Programme.
A transport network that is safe and promotes active travel	To protect residents and minimise the impacts of the HS2 line of route on our environment

- 5.5.1. This service is responsible for the Council's response to the national High Speed Rail 2 project in accordance with the Council's priorities. This includes leading the Council's response to the line of route proposals for HS2 Phases 2a and 2b by responding to HS2 and DfT consultations and the petitioning process to ensure they deliver the maximum levels of environmental mitigation and compensation in accordance with Government policy. Once the phases become Acts of Parliament the service manages the Council's relationship with HS2 Ltd, and its contractors, as the scheme is constructed to ensure that HS2 undertake delivery of the scheme in accordance with the hybrid Bill and related undertaking and assurances.
- 5.5.2. The service is also responsible for maximising the local benefits of the delivery of this national project within the towns of Crewe and Macclesfield

by developing and delivering complementary packages of access improvements for all modes of transport, including active and public transport options and supporting more sustainable end-to-end travel. In addition, the service works to secure key HS2 commitments from Government to achieve a better Crewe hub solution.

5.5.3. The HS2 service also manages the Council's key relationships with wider strategic rail partners in addition to HS2 Ltd including Network Rail, Transport for the North, North Midlands Growth Corridor and Growth Track 360 to ensure that plans and strategies that impact the borough are aligned.

5.5.4. In January 2022, the Phase 2b Hybrid Bill was deposited in Parliament. The Phase 2b Hybrid Bill is seeking the powers to construct and operate the section of the route between Crewe and Manchester. In July 2022, the first additional provision to the Bill, known as AP1, was deposited in Parliament.

5.5.5. In August 2022, the Council submitted petitions against the original Hybrid Bill and AP1, setting out its objection to elements of the Bill and AP2 and what it wanted HS2 to do differently, our asks, to secure a better outcome for Cheshire East.

5.5.6. Key concerns raised in the Council's petition include

5.5.6.1. That the inclusion of the Crewe North Connection provides the rail track solution that would provide the option for HS2 Phase 2b services, including those between Birmingham and Manchester, to route via Crewe station, rather than through the Crewe HS2 tunnel, when Phase 2b opens. However, the Indicative Train Timetable that accompanies Hybrid Bill proposals for Crewe station do not assume any HS2 Phase 2b services use the Crewe Northern Connection.

5.5.6.2. The Indicative Train Timetable that accompanies the Hybrid Bill assume no additional HS2 services are calling at Crewe station, other than the 2/3 trains per hour enabled via Phase 2a, until (or indeed if) NPR is delivered.

5.5.6.3. The Hybrid Bill proposals do not provide sufficient infrastructure and investment at Crewe station, including a Transfer Deck, to allow efficient and accessible Station facilities, to safely accommodate 5/7 HS2 trains per hour and are not future proofed for additional HS2/NPR services calling at Crewe station or using the Crewe North Connection.

5.5.6.4. Underestimation of the potential impacts to the local highway and public transport network during construction

5.5.6.5. Lack of provision for innovative approaches to the delivery of the green corridor principle and to deliver active travel

- 5.5.6.6. Lack of mitigation and/or compensation to address the environmental, landscape and ecology impacts of the Scheme
- 5.5.6.7. Concerns over the Scheme will reduce the North West Area of available inert landfill capacity by 87%
- 5.5.6.8. Potential flooding and drainage impacts
- 5.5.6.9. Inadequate provision for the additional Council resources that would be required to provide appropriate community engagement
- 5.5.7.** At the time of writing the select committee of MPs that will hear petitions has yet to be established and a programme for the hearings has not yet been announced.
- 5.5.8.** The Council is developing its evidence base and preparing its exhibits to support its petition in readiness for the select committee.
- 5.5.9.** In July 2022, the Council submitted two Round 2 Levelling Up Fund bids for enhancements to the Nantwich Road Bridge outside of the main station entrance to improve accessibility and permeability along the bridge for non-motorised users. The bids were:
 - 5.5.9.1.** An MP bid for the Western Enhancement Scheme (West Deck) to connect the station entrance with Pedley Street and link to the Mill Street Corridor and Southern Gateway schemes being brought forward through Towns Fund and Future High Street Funding. Collectively, these schemes will vastly improve the journey between the station and town centre for pedestrians and cyclists.
 - 5.5.9.2.** A Local Transport Authority (LTA) bid for the Eastern Enhancement Scheme (East Deck) to connect the station entrance and Weston Road in readiness for HS2.
- 5.5.10.** A planning application for enhancements to Nantwich Road Bridge, outside of Crewe station entrance, is being prepared for submission later this year/early 2023. To complement this, new traffic signals technology is to be trialled on the section of Nantwich Road between Crewe Arms Hotel and Eddleston Road, which will seek to re-balance priorities from vehicles to pedestrians/cycles on the approach to Crewe rail station. The outcomes of this trial will be reported to Committee at a future meeting.
- 5.5.11.** A pre-planning public consultation exercise was held between April and June this year to help shape the plans and this showed a strong support for the schemes.
- 5.5.12.** The Nantwich Road Bridge enhancements are a key element to the Council's wider Crewe hub proposals with early benefits offered to Crewe and the Borough through an accelerated delivery.

5.6. Parking Services

Corporate Plan 2021-25: Key priorities	
Priority	Aims
To increase parking provision close to local transport hubs	<ul style="list-style-type: none"> • Broadway Meadow multi-storey car park (MSCP) • Complete Local Transport Plan parking reviews

- 5.6.1.** Business case work for Broadway Meadow MSCP has been completed. A report on the opportunities arising at this site will be considered by the Council's Economy and Growth Committee later this year.
- 5.6.2.** A borough-wide review of parking provision has been undertaken, which will be used to inform further assessments across the borough, including the car park charging strategy. A set of proposals were debated at Highways Committee in September 2021 without agreement. Further work is necessary to produce a more holistic and equitable approach to parking management across the borough, which is expected to be taken forward on a town-by-town basis as part of the next Local Transport Plan review.
- 5.6.3.** The Civil Enforcement Teams has seen a considerable increase in reported incidents of anti-social behaviour since the lifting of lockdown restrictions earlier in the year. The team continues to work closely with the police in responding to reports.
- 5.6.4.** Recruitment and retention of Enforcement Officers is an ongoing pressure on the Parking Service. Local employers and businesses recovering from the pandemic are actively recruiting to roles that may be considered more appealing or less challenging than the work of the parking enforcement teams. The Council faces on-going challenges to retain a full complement of trained Civil Enforcement Officers in order to protect communities against illegal / irresponsible parking.
- 5.6.5.** Enforcement policies for the Parking Service – Civil Enforcement officers have been prepared / updated which were approved by the Highways and Transport Committee in November 2021.
- 5.6.6.** The Council's Annual Monitoring Report 2019/20 was the overall national winner of this year's national Promoting Awareness of Civil Enforcement through Reporting (PACER) Awards. Work has started to prepare the Council's updated annual monitoring report.
- 5.6.7.** The use of the Council's car parks has increased steadily through the year during the different levels of restrictions through the pandemic. Since the removal of restrictions levels of demand has levelled off at around 88% of pre-pandemic levels, with revenues reduced by a similar factor. Growth

in card and phone payments has been part of the recovery, up by 37%, with cash payments down by circa 20%. The service is constantly monitoring usage and revenue to determine what impact this could have on income and budget setting next financial year. At current levels of use a covid-related impact could be around £1.4million.

5.7. Strategic Transport

Corporate Plan 2021-25: Key priorities	
Priority	Aims
Investment in electric vehicle infrastructure in our key service centres	Secure supplier and install charging points in Cheshire East car parks

5.7.1. The draft Borough-wide Electric Vehicle Charging Infrastructure Strategy was approved at Highways Committee in July 2021. At the end of consultation on the draft strategy an updated version will be reported to Committee in Spring 2023.

5.7.2. A bid to Government's On-Street Electric Vehicle Charging programme has been successful, securing funds for the installation of an initial set of 15 public charging points to serve users in Alsager, Congleton, Crewe, Knutsford, Middlewich, Macclesfield, Nantwich and Sandbach. The scope of this bid was closely aligned to the requirements of the Office for Zero Emission Vehicles guidance. It is expected that further bids to the fund will be prepared in future years.

5.7.3. Work to procure a partner to supply, install and manage EV infrastructure is on-going and will be the subject of a further report to Highways Committee when bids have been received and reviewed.

5.7.4. Local Transport Development Plans have been developed for all Principal Towns and Key Service Centres. These have been reported to Highways and Transport Committee in March/June and they now form part of the Council's strategic infrastructure planning framework for transport.

5.8. Walking and Cycling

Corporate Plan 2021-25: Key priorities	
Priority	Aims
To promote uptake of cycling in our local service centres	<ul style="list-style-type: none"> Installation of cycle storage facilities in Cheshire East car parks

	<ul style="list-style-type: none"> • Invest in new cycle routes and improve existing ones • Prohibit parking in existing cycle lanes
More residents to use walking routes	<ul style="list-style-type: none"> • Promote existing routes and nature trails • Create new walking routes between service centres

5.8.1. Cycling infrastructure schemes are being implemented in accordance with the Councils adopted Local Cycling & Walking Improvement Plans. The Wilmslow Station – Royal London scheme was completed and is now open. Work continues on the Crewe – Leighton – Nantwich Greenway scheme. Work continues on development of plans for a Dane Valley Greenway in Congleton with a report intended for Committee in January.

5.8.2. Government announced additional funding through the Active Travel Programme which is being used to develop schemes at Manchester Rd, Wilmslow and Manchester Road, Tytherington. Consultations have taken place on these Active Travel schemes with feedback informing on-going work to deliver the schemes. Construction work on both schemes will commence subject to confirmation of funding from Active Travel England.

5.8.3. Sustrans awarded funding to support improvement of the Middlewood Way scheme at Black Lane, Macclesfield, which is part of the National Cycle Network linking Macclesfield to Bollington. Consultations have taken place on the Black Lane proposals which received favourable responses overall. Work to deliver this scheme is continuing.

5.8.4. The Council was unsuccessful in a bid to Government for a Social Prescribing Pilot Project with Public Health to promote cycling in Crewe. Work with colleagues from Public Health and the NHS continues to seek alternative funding options to deliver the planned initiatives. Also, in the same area of Crewe, the Council has been awarded funding for a study to assess the feasibility of creating a “Mini Holland” (Low Traffic) Neighbourhood.

5.8.5. The Council has engaged and promoted Bike and Walk to School Days, through liaison with local schools. Engagement with promotional events and training sessions has been positive as people are seeking opportunities to improve health and well-being post-pandemic. Capacity funding has been secured as part of pandemic recovery measures which is being used for training and promotional events offered to schools and businesses.

5.8.6. Temporary cycle facilities were trialled through deployment of Covid Emergency Active Travel funding in 8 locations. Community views on 5 on-road schemes have been mixed with these schemes removed on expiry

of the relevant Temporary Traffic Orders. Three experimental town centre cycle access schemes allowing cyclists to access pedestrian priority areas in Crewe, Congleton and Macclesfield have now been made permanent after monitoring and amendment to the relevant Traffic Orders.

5.9. Public Transport

Corporate Plan 2021-25: Key priorities	
Priority	Aims
To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys	<ul style="list-style-type: none"> • Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment site
To reduce areas of the borough not served by public transport	<ul style="list-style-type: none"> • Submit proposals to Rural Transport Fund • Quality bus partnerships with operators and town councils
To encourage an increase in the use of public transport (especially buses)	<ul style="list-style-type: none"> • Operators work together to share real time information • Bus routes planned to provide multi-modal connectivity • Cheshire East bus app developed

5.9.1. The pandemic has significantly reduced the use of local public transport and this has affected the ability to develop plans for rapid transit initiatives. Current monitoring indicates that ridership overall is at 70% to 80% of pre-pandemic levels, making the commercial operating environment very challenging. There is a more noticeable reduction in concessionary travel, which is at circa 60% of pre-pandemic levels.

5.9.2. Throughout the pandemic, most if not all the local public transport network has been heavily impacted by social distancing and changes in travel behaviour. The Council and local operators have relied on Covid Bus Service Support Grant and latterly Covid Bus Recovery Grant to maintain services. Government has announced the final component of Covid recovery funding, known as Local Transport Fund, which is intended to cover revenue deficits on services to end of December 2022. Cheshire East has been allocated £382,682 from the Local Transport Fund.

5.9.3. The Council published its first Bus Service Improvement Plan (BSIP), in response to the National Bus Strategy. Our first BSIP has been produced

in consultation with operators and stakeholders. The BSIP was submitted to Department for Transport on 31 October 2021 in accordance with the Government's programme. On 5th April 2022, Department for Transport informed the Council that it would be receiving no additional funding in response as part of the BSIP process. There are significant inflationary pressures affecting bus operations across the Borough. The Council is receiving higher prices for contracted services and will face budgetary challenges when central government funding comes to an end. To inform these future decisions, the Council intends to consult on an updated set of local bus support criteria following a report to Committee in November.

5.9.4. Following a successful funding bid to Government, the new Rural Mobility Fund service "Go Too" commenced operations on 4th October 2021, serving the rural areas to the south and west of Nantwich. Patronage levels and customer feedback have been building steadily on Go-Too, although the service has been subject to short term pressures owing to staff availability during recovery from the pandemic. Recent marketing activity has aimed to raise awareness of the services.

5.9.5. Work to prepare an Enhanced Quality Partnership with the bus industry has continued. Statutory consultations on the proposed Partnership agreements have taken place and the Partnership Agreements were approved at Committee in July 2022. Government has indicated that this arrangement will be a pre-requisite for future funding awards for local bus.

6. Implications

6.1. Legal

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

6.2. Finance

6.2.1. The financial implications of changes in performance requirements or responding to current performance levels will be provided in separate Finance Review reports to the Committee."

6.3. Policy

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

6.4. Equality

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

6.5. Human Resources

6.5.1. There are no human resources implications arising from this report.

6.6. Risk Management

6.6.1. 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.

6.7. Rural Communities

6.7.1. There are no implications for rural communities arising from this report.

6.8. Children and Young People/Cared for Children

6.8.1. There are no implications for children and young people arising from this report.

6.9. Public Health

6.9.1. There are no implications for public health arising from this report.

6.10. Climate Change

6.10.1. There are no implications for public health arising directly from this report.

Access to Information	
Contact Officer:	Tom Moody, Director of Infrastructure & Highways Services tom.moody@cheshireeast.gov.uk
Appendices:	Appendix 1 - Performance Framework - Highway Service Contract Appendix 2 - Highways Contract – Revenue and Capital Programmes Appendix 3 - Infrastructure Service – Capital Programme
Background Papers:	None