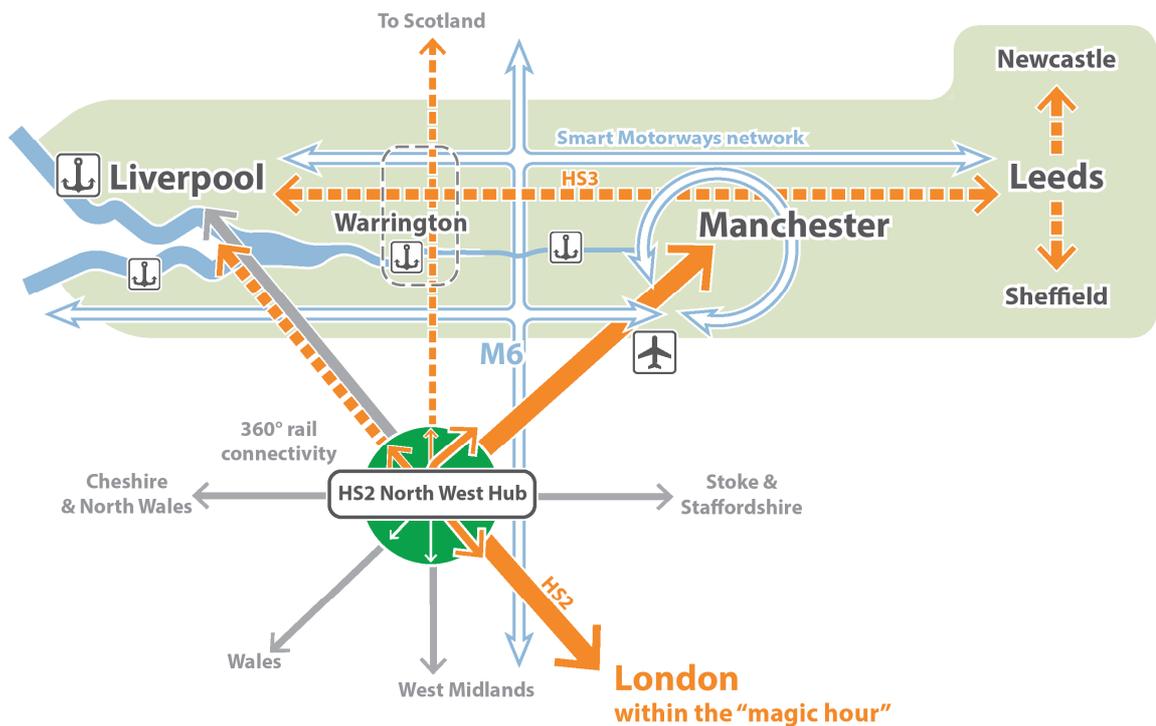


Jobs Regeneration and Assets Overview and Scrutiny Committee



High Growth City Project

Task and Finish Group

Final Report

December 2014

1.0 Chairman's Foreword

- 1.1 Our task and finish group was set up by the Jobs Regeneration and Assets Overview and Scrutiny Committee at its meeting on 22 September 2014. The purpose was to assess the readiness of the Council to capture the full economic and social benefits that the potential HS2 NW Hub station at Crewe could bring for Crewe, Cheshire East and the wider region. At our first meeting we considered how to approach the review and agreed the terms of reference attached at Appendix A.
- 1.2 Over the previous few weeks we have met with Officers and reviewed relevant documentation, listed at Appendix B, to gain an understanding of the implications for the Council of HS2 and what needs to be done to capitalise on the opportunities it will bring. The scale and significance of HS2 for the Council is huge, and there are many questions that need to be answered before we are able to realise the ambitious plans that are being put in place. There are going to be difficult decisions on the Council's budgets and on planning and development in future but these decisions must be taken if we are to genuinely improve the long term prosperity of our residents.
- 1.3 It is essential that we strengthen both the strategic and operational capability of the Council's structure. We will see the need for enhanced delivery of core services such as Assets, Planning and Regeneration. In order that these can be delivered successfully, it is essential that the right structure is in place. Failure to achieve this could have a devastating effect on the future success of the opportunity in front of us.
- 1.4 I wish to note that Members have shown great commitment and hard work to get this report completed in a short period of time. The task group and I would like to thank all the Officers who have contributed to the review.
- 1.5 This report documents the task and finish group's findings, conclusions and recommendations.

Councillor Peter Groves

Chairman of the High Growth City Task and Finish Group

Task and Finish Group Membership



Cllr Peter Groves, Cllr Steven Hogben, Cllr Frank Keegan and Cllr Jacquie Weatherill

2.0 Recommendations and Report Summary

Recommendations

2.1 To ensure that benefits of an HS2 NW Hub Station in Crewe are realised, the Group recommends that:

- A. The Council must ensure that it is prepared to deal with the scale of growth potential associated with HS2 and High Growth City by putting the necessary resources and structures in place to enhance the delivery of services, particularly in our planning, infrastructure and regeneration teams.
- B. The Council must consider how the changes that need to be made to its resources and structures are going to impact on its overall budgets and where funding for projects is going to come from.
- C. The Council must work with Government, Neighbouring Authorities and Local Enterprise Partnerships to create a strong governing board needed to realise the maximum benefit of the opportunity to create higher quality places and life opportunities for our residents. The Council must be clear about the role it will play alongside its partners when choosing the preferred delivery mechanisms.
- D. The Council should learn the lessons of other local authorities which have been impacted by national infrastructure projects such as HS1, and where they failed or succeeded in making the most of the opportunities.
- E. Even though the Government has not yet formally decided on Crewe as the location for NW Hub Station for HS2, the Council must develop an evidence based Growth Strategy to inform future planning requirements and growth deals to ensure the area secures the right levels of investment to deliver the strategy outcomes.
- F. The Council must consider how the anticipated growth in Crewe and the surrounding area is going to affect the demographics of the Borough and the impact this will have on demand for services like education, health, leisure and waste to ensure plans are in place to prepare for new demand.
- G. The Council should anticipate a review of the Local Plan in the future once a Growth Strategy has been delivered to ensure we have a credible planning approach.
- H. The Council must develop a local communication strategy with the public and key stakeholders to ensure residents and local businesses understand and support the benefits that HS2 will bring.
- I. The Council should develop a Business and Skills Engagement Plan with local companies, universities, colleges, schools and Government agencies to address how the area can prepare for and deliver the economic transformation of the area.

Strategic Case for the HS2 NW Hub being at Crewe

2.2 An HS2 North West Hub located in Crewe is a huge opportunity for the town and the surrounding area to become an extremely attractive place for businesses to operate, which will create higher value jobs for local people and improve the standard of living in the area. With almost five million people within one hour of the NW Hub the enhanced and reinforced connectivity will stimulate

business investment and achieve a more agglomerated economy, giving better access to bigger markets and labour supplies, enhancing the competitive advantage of the North West. However the Council should recognise the scale and pace of the challenge ahead if it is going to maximise the benefits of an HS2 NW Hub Station.

Impact on the Council's Resources

- 2.3 The scale of the HS2 as a national infrastructure project involves an unprecedented level of planning and engagement with Government for Cheshire East Council. To deliver an effective contribution to ensuring the Borough maximises this opportunity the Council will need to ensure it has the necessary resources and structures in place; particularly in its planning, infrastructure and regeneration teams. This will have an impact on the Council's budgets.

Impact on the Local Plan

- 2.4 The current Local Plan has been developed in the context of High Growth City and signals that HS2 may come forward before the end of the plan period. The extensive and unprecedented economic growth potential of a new rail line for HS2 and NW Hub Station in Crewe will have major implications for the Council's Local Plan in the future, in terms of housing and employment in and around Crewe and the wider area. There will likely be a need to review the Local Plan informed by a Growth Strategy developed to achieve strategic outcomes set to maximise the benefits of HS2.
- 2.5 It will be important during the growth of the region that towns' identities are protected by green belts. The anticipated growth of employment and housing will be a significant opportunity for brownfield development to ensure that disused town centre sites are regenerated to improve the vitality of our towns.

Delivery Mechanisms and Governance Arrangements

- 2.6 In order to realise the large scale regional transformation a strong local partnership is going to be needed. Working in partnership with key stakeholders and Government, neighbouring authorities and local enterprise partnerships is going to be vital to ensure that local strategies and delivery vehicles complement each other to maximise the benefits of opportunities. The Task Group is aware of work that is taking place to develop the necessary partnerships and hopefully this is effective in producing effective strategies and delivery mechanisms.
- 2.7 Due to the cross boundary impact, and the involvement of Government agencies in a national infrastructure project like HS2 the possibility of establishing either an Urban Development Corporation (UDC), Regional Development Corporation (RDC) or Joint Venture Vehicle with the appropriate Government departments and neighbouring authorities has been suggested. The choice of delivery mechanism is going to have a major impact on the Council's role in the future of HS2 and the NW Hub. Therefore the Council needs to be clear about the role it wishes to play and what it wants to achieve for its residents.

Delivery of Jobs in Crewe and the Surrounding Area

- 2.8 It is projected that 64,000 jobs could be created in the local area if the NW Hub Station if its growth potential is fully exploited. However to realise that potential and make the most of the opportunities the Council will need to ensure the right environment is created for the jobs to be generated, building on growth plans that are already being developed.
- 2.9 It is expected the 64,000 jobs will be spread across a variety of locations, and the people that take those jobs will come from a wide area. This is why it is extremely important for Cheshire East to work closely with its neighbours in Cheshire West and Chester, Staffordshire, and Stoke. Where there are jobs, there needs to be housing and effective infrastructure linking housing and jobs.
- 2.10 It is anticipated that a development corridor along the M6 and HS2 proposed route from Northwich down to Stoke-on-Trent could be delivered by the introduction of HS2 and NW Hub and employment sites in all towns in the corridor could be realised.

Delivery of the Right Infrastructure

- 2.11 The Group believes that it is absolutely vital to get the right infrastructure in place to maximise the benefit of HS2. Local infrastructure improvements, including road and superfast broadband, are going to be key to attracting new businesses to the area and linking the towns around Crewe so that the wider sub region is able to benefit from investment and jobs created by HS2.
- 2.12 Notwithstanding the final location of the HS2 NW Hub station, major infrastructure development around the town will be required, including major links between the station and the town centre. Links between the station and the M6 via local A roads are going to be vital to commuters and businesses accessing HS2 from the broader sub region if the benefits of this highly connected location are going to be maximised.
- 2.13 Links between Crewe and the constellation of towns in the surrounding area also need to be improved to ensure our residents and local businesses benefit as much as possible from HS2. Careful consideration of local public transport is required, given it will play an increasingly important role in the wider infrastructure and connectivity of the area.
- 2.14 Some of these required infrastructure developments are already being developed such as improvements to Junctions 16 and 17 of the M6, the Crewe Green Link Road and Congleton Link Road. Other projects such as A500 Expressway, North Crewe Link Road and rail developments to Middlewich and the Potteries are being planned for 2020 onwards all leading to the HS2 NW Hub being completed in 2027. A great deal of consideration needs to be given to how these projects are going to be delivered and funded.

Business Sectors That May Benefit From a Crewe Superhub

- 2.15 The Group is keen to ensure those businesses in Crewe and the surrounding area benefit to their full potential with the introduction of HS2, and that growth is not restricted to a commuter belt for London and other major cities. Key business sectors likely to benefit would include Advanced Engineering and Research and Development. Other key sectors will be attracted including

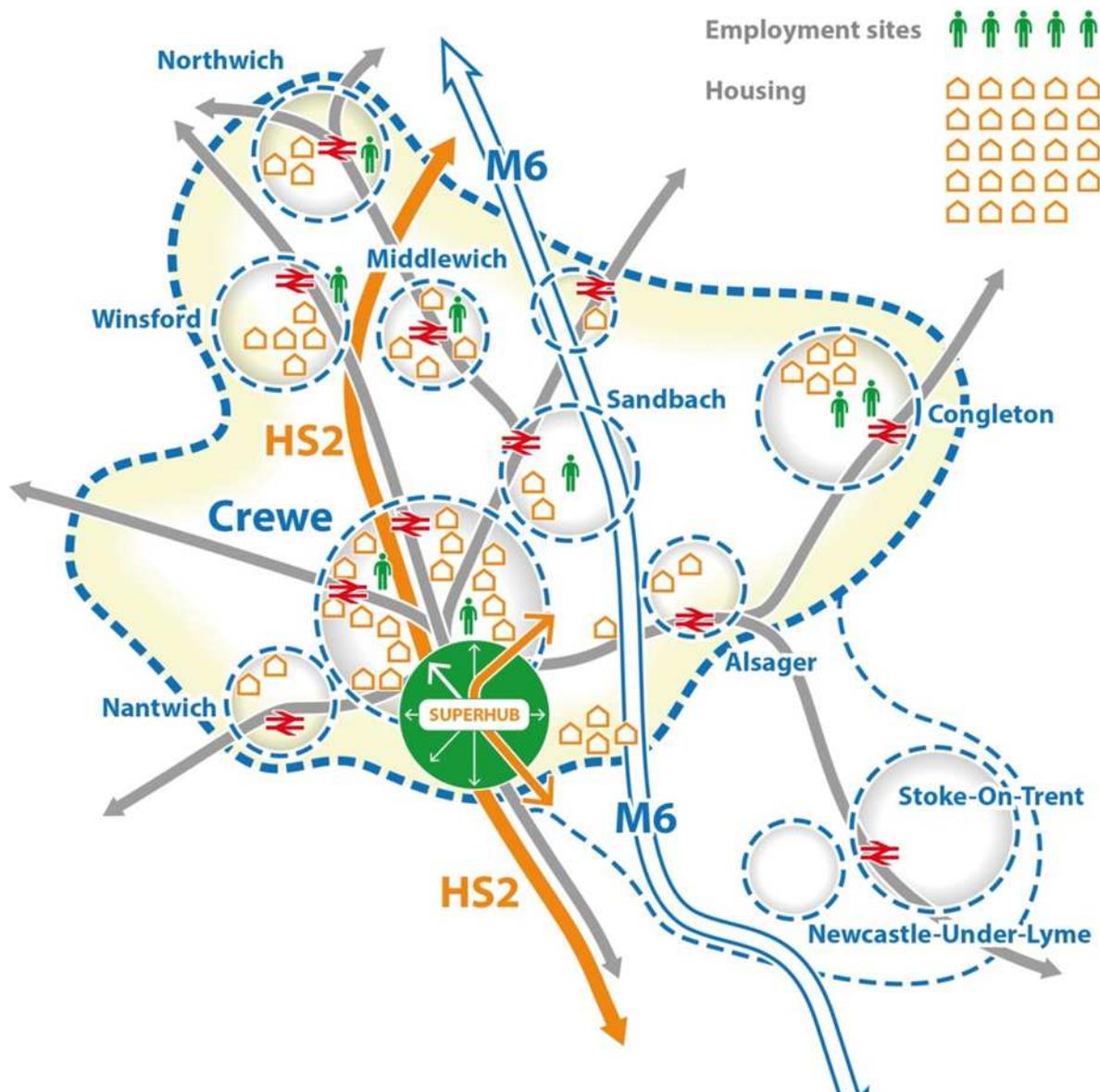
Distribution and Logistics, and higher value Professional Services, particularly opportunities for city based operations looking for lower cost back office solutions.

2.16 The impact of the HS2 NW Hub will also provide benefits to the retail and leisure industry. With more employment opportunities and improved living standards attracting more professionals to the area, the demand for quality retail, leisure and cultural services is going to increase.

Delivery of Skilled Residents

2.17 To ensure residents in the area have the skills and knowledge to benefit from new jobs in the area the Council needs to ensure high quality training and education are available. The opening of a University Technical College in Crewe in 2016 is going to be vital to the provision of skilled residents for the engineering, design and manufacturing sectors. With a wide catchment area young people from Cheshire West, Staffordshire and Stoke will also benefit from the opportunities created by UTC Crewe.

2.18 As well as delivering skilled residents for the engineering, design and manufacturing industries the Council should be encouraging our local young people to develop professional skills such as law, accounting and finance, management etc., to enable them to compete for the management and business support jobs. It will be critical that clear and understood relationships between skills providers and employers are established to develop the future workforce in the employment sectors expected to boom as a result of an NW HS2 Hub.



3.0 Key Findings

Strategic Case for the HS2 NW Hub being at Crewe

- 3.1 Through its discussions with Officers and the Leader of the Council, the Group recognises that HS2 and the possibility of the NW Hub Station being at Crewe is a huge, once in a generation, opportunity for the town and the surrounding area to transform its local economy and influence the rebalancing the national economy. An HS2 NW Hub in Crewe will improve the connections between London, Birmingham, and their major airports, and Greater Manchester, Liverpool, Wales and the Cheshire and Warrington Region as well as the rest of the West Coast, North into Scotland. With almost five million people within one hour of the NW Hub, the enhanced and reinforced connectivity will stimulate business investment and achieve a more agglomerated economy, giving better access to bigger markets and labour supplies, enhancing the comparative advantage of the North West. The economic benefit of networked high speed connectivity will also be felt throughout neighbouring towns and regions, in particular North Wales, Stoke and North Staffordshire.
- 3.2 High Growth City is a major development opportunity for a number of towns, centred on the M6 corridor and radial rail connectivity from Crewe. Given its latent capacity, and its growing competitiveness, there is accelerated growth potential within this area for both businesses and housing. The towns within the cluster of towns, referred to as a “networked constellation of towns” by the LEP, include: Nantwich, Sandbach, Alsager, Middlewich, Congleton and Holmes Chapel, which are all currently connected by existing road and rail corridors. The constellation also includes towns like Winsford, Northwich, Newcastle-under-Lyme and Stoke-on-Trent in neighbouring authorities.
- 3.3 While the Group recognises this huge opportunity for economic growth and improved living standards in the Borough, it also recognises that in order to maximise the benefit there will be major implications for Crewe and the surrounding area. Some of the main implications and issues that need to be tackled are considered below.

Impact on the Council’s Resources

- 3.4 The scale of the HS2 as a national infrastructure project involves an unprecedented level of planning and engagement with Government for Cheshire East Council. To ensure the Borough maximises this opportunity the Council will need to ensure it has the necessary resources and structures in place: particularly in its planning, infrastructure and regeneration teams.
- 3.5 On 11 December 2014, the Council made a decision to establish a new role of Executive Director of Economic Growth and Prosperity to strengthen the strategic and operational capability of the Council’s structure. The new role will oversee enhanced delivery around core services such as assets, regeneration and planning, and will need to level additional resources and devolution of responsibilities from Government.
- 3.6 There will be a significant impact on the Council’s budget of its involvement in HS2, not only to ensure it has the appropriate resources in place to work with Government and other partners to

develop strategies for growth but also in capital funding for some of the projects that will be necessary to deliver on those strategies.

- 3.7 The Council also needs to consider how all of this will impact on other service areas, particularly in the future, as the anticipated economic growth in Crewe and the surrounding area generates greater demand for education, health and care services, waste and recycling, and leisure.

Impact on the Local Plan

- 3.8 A new rail line for HS2 and NW Hub Station in Crewe will have major implications for the Council's Local Plan in the future. The Group is aware that the current Local Plan as submitted was developed in anticipation of HS2 coming through Cheshire East with a possible hub station at Crewe. However it could not be predicated on HS2 being realised so had to be developed so that it would work either way (i.e. The Local Plan is designed to pave the way for HS2 coming in late 2020s early 2030s however development would still be effective if it didn't).
- 3.9 There are two potential ways of dealing with the implications, of the approval of HS2 in Crewe, for the Local Plan (which are recognised in the Local Plan at 15.19-15.21). The first relates to the immediate impact and the work that will be required to prepare the town for a HS2 line through the Borough and a NW Hub Station at Crewe, a so called Area Action Plan (AAP). AAPs are intended to address specific development issues in a particular part of a town/settlement. An AAP for the areas likely to be affected by HS2 could be completed relatively quickly without jeopardising the submitted Cheshire East Local Plan Strategy.
- 3.10 The second would be to conduct a partial review of the Local Plan following the development of a Growth Strategy. This would be an evidence based strategy that identifies key planning requirements and investment that would be needed to achieve strategic outcomes set to achieve maximum benefits from HS2. The Growth Strategy would hopefully be in place by 2017 with a review of the Local Plan being concluded in 2020.
- 3.11 The Review would be a much more substantial piece of work than an AAP taking much longer to complete, however it would encompass a wider range of issues in terms of broader infrastructure, housing and employment. A review on this scale could be carried out with Neighbouring Authorities to take account of the broader implications of HS2 for the sub region.
- 3.12 It is considered vitally important to get the Local Plan approved and in place so an AAP or partial review are considered the best options rather than attempting to adapt the current Local Plan following the HS2 announcement which still has much more detail to be added at this stage.
- 3.13 Due to the cross boundary impact of HS2 the possibility of establishing either an Urban Development Corporation (UDC) or Joint Venture Vehicle with the appropriate Government departments and neighbouring authorities has been suggested.



Delivery Mechanisms and Governance Arrangements

- 3.14 HS2 is a national infrastructure project involving a variety of Government agencies and key stakeholders. The Council will need to work in partnership with these bodies, and with neighbouring authorities that are going to be affected, to explore which governance arrangements will be the most appropriate.
- 3.15 UDCs are statutory bodies of Government charged with the urban development of an area outside the usual system of Town and County Planning. A recent example of where the use of a UDC has worked well is the development of Olympic Park in London which covered an area overlapping several London Boroughs. An UDC would however take responsibility for the planning of development out of the hands of the local authorities and therefore local partnership working and agreements may be preferable. It is unclear whether the planning authority as it is can cope with the scale of the projects involved; this is one reason why a UDC would be preferable.
- 3.16 An alternative delivery arrangement has been suggested by Government HS2 Economic Task Force led by Lord Deighton. This would involve the establishment of a Joint Venture Vehicle, which would include all the Government agencies involved in an UDC, but would leave decision making on key considerations such as planning in the local area.
- 3.17 Greater Manchester is an example of an area where neighbouring authorities find it more effective to have a combined spatial planning framework were they all benefit more by working together. There is scope for Cheshire East, Cheshire West, Staffordshire and Stoke to work together in a similar way if the benefits of HS2 and High Growth City are going to be maximised for all. These parties would need to be consulted on which form of delivery vehicle is pursued.

Delivery of Jobs in Crewe and the Surrounding Area

- 3.18 The arrival of the HS2 NW Hub in Crewe would provide a lot of potential and opportunities for the local area. It is projected that 64,000 jobs could be created in the area if the NW Hub Station is delivered in such a way as to maximise the potential of the key employments, in particular the Basford West and East Strategic Investment Sites.
- 3.19 However to realise that potential and make the most of the opportunities the Council will need to ensure the right environment is created for the jobs to be generated. The suggestion that 64,000

jobs could be created as a result of HS2 relies on local areas making the most of the opportunity presented. The 64,000 jobs will be spread across a variety of locations and the people that take those jobs will come from a wide area. This means that development land for new businesses needs to be available and transport links between those locations and major networks need to be effective.

- 3.20 In order to provide 64,000 jobs in the local area there also needs to be housing for those employees to live in. As well as opening up opportunities for business we need to provide an environment and wider infrastructure that supports a high quality of life for local people and to attract new workers to the area. This is why it is extremely important for Cheshire East to work closely with its neighbours in Cheshire West and Chester, Staffordshire, and Stoke. There needs to be a joined up approach to development and strategic infrastructure to ensure the sub region as a whole provides an environment for businesses to thrive and jobs to be created.
- 3.21 The prospect of a “development corridor” along the M6 and HS2 proposed route from Northwich down to Stoke-on-Trent could be delivered by the introduction of HS2 and NW Hub and employment sites in all towns in the corridor could be realised. Northwich, Winsford, Middlewich, Congleton, Crewe, Sandbach, Alsager, Newcastle-under-Lyme and Stoke-on-Trent will all contribute towards employment sites and housing, and benefit from new road and rail links providing regenerated town centres proving greater prosperity and quality of life to residents.
- 3.22 Unemployment in Cheshire East is relatively low meaning that, in order to fill the projected jobs created there will need to be a migration of workers from other areas and, potentially, a reduction in out-commuting from Cheshire East to other areas. This is why we need to ensure the routes into the Borough enable commuters to travel easily or we need to provide more housing so that people can come here to live and work. Stoke-on-Trent has higher unemployment rates than Cheshire East and their residents will be able to benefit from jobs created by HS2 and working with the City Council, we can ensure the creation of the infrastructure and housing needed to support them.

Delivery of the Right Infrastructure

- 3.23 In order to deliver the projected jobs the whole area needs to be better connected. The Group believes that it is absolutely vital to get the right infrastructure in place to maximise the benefit of HS2. Whatever the final location of the HS2 NW Hub it will have a major impact on the local roads and transport networks. Links between the station and the M6 via local A roads are going to be vital to commuters and businesses accessing HS2 from the broader sub region if the benefits of this highly connected location are going to be maximised.
- 3.24 Although there is some local support for the current station being retained it may be the case that any new NW Hub Station could not be delivered at this location. If the main station did move, there is the potential for the new station access to be developed into a stop for local transit and rail services. Whichever site were chosen it would require major infrastructure development around the town, including major road connections and improvements between the station and the town centre, as well as a major new local public interchange and a fast local transit link to connect the station to all the town’s key destinations. . If a site outside of the town were to be the location of the new station then a transit link with the centre of Crewe would be needed to make the town centre a

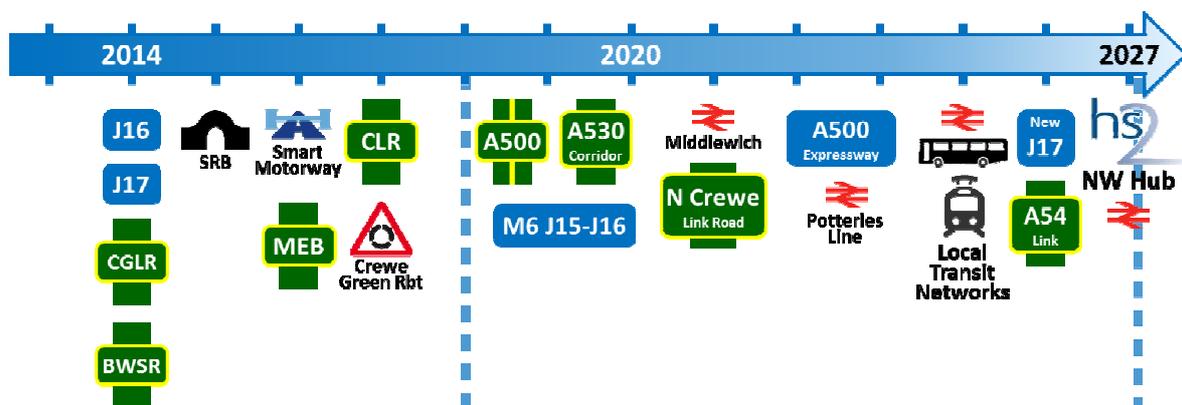
viable location for users of HS2 to live and work. It is proposed that this Local Transit Link would also connect to the site of the existing station as a stop on the link, as well as other potential locations within the town.

3.25 The A500 will need to be improved through to the M6 Junction 16, to ensure that road links from North Cheshire, Greater Manchester, Merseyside and Staffordshire have a high quality access route to HS2. The creation of a dual carriageway expressway is proposed, including grade separation at the M6 J16. This Expressway will be particularly vital for North Staffs, Newcastle and Stoke-on-Trent to maximise the benefits from HS2 and for its residents and businesses.

3.26 Links between Crewe and the constellation of towns in the surrounding area of Cheshire East also need to be improved to ensure our residents and local businesses benefit as much as possible from HS2. Improved road links between Crewe and Middlewich and the reopening of the Middlewich rail line and station to passenger services, connecting Knutsford and Northwich into the Hub will all be needed as well as an improved link between Crewe, Congleton and onto Macclesfield.

3.27 The Council will need to work with the Department for Transport, Highways Agency, Rail North, Local Enterprise Partnerships (LEPs) and neighbouring authorities to ensure that an effective strategy for improvements to the sub region’s infrastructure and services are made before HS2 is completed.

3.28 Local public transport in the region is also going to play an important role in the wider infrastructure and connectivity of the area. Effective links between the constellation of towns in the region are needed now to ensure more people are able to benefit from employment opportunities as well as in the future when HS2 is completed. When developing a strategy for improvements to infrastructure enabling effective public transport will be important to encourage commuters, shoppers and visitors to use public transport and reduce traffic and congestion on the local road network. Initial proposals for public transport links in Crewe were developed by the Council as part of its evidence base for a HS2 superhub, which will need to be more fully developed and extended to the surrounding towns in the area.



3.29 Some of these required infrastructure developments are already being developed such as improvements to Junctions 16 and 17 of the M6, the Crewe Green Link Road and Congleton Link Road. Other projects such as A500 Expressway, North Crewe Link Road and rail developments to Middlewich and the Potteries are being planned for 2020 onwards all leading to the HS2 NW Hub

being completed in 2027. A great deal of consideration needs to be given to how these projects are going to be delivered and funded.

- 3.30 As well as transport infrastructure, it is going to be important to ensure communications infrastructure in the region is adequate enabling businesses and residents to make the most of technology and modern business practices. Video conferencing and flexible working (i.e. working from home) are examples of growing practices in most business sectors as organisations look to become more efficient and allow employees greater freedom to manage a work/life balance. These practices rely heavily on the internet meaning that, without an effective and reliable connection, businesses will not realise the full benefits. The Connecting Cheshire Partnership between the four local authorities in Cheshire is a programme to ensure 96% of premises in Cheshire have access to fibre broadband by 2015 meaning that the vast majority of businesses and residents in Cheshire should be able to access superfast broadband internet. There is also an ambitious target of reaching 99% of homes and businesses with a fibre broadband service by March 2017.

Business Sectors That May Benefit From a HS2 NW Hub

- 3.31 The Group is keen to ensure that Crewe and the surrounding area benefit to their full potential with the introduction of HS2 and that growth is not restricted to a commuter belt for London and other major cities.
- 3.32 With 5 million people within 1 hour, the HS2 NW Hub will deliver stronger links between regional centres transforming access to markets, skills and intellectual capital, labour and housing, stimulate business investment and agglomeration economies thus enhancing the comparative advantage of the North West i.e. provide 'The Northern Powerhouse' effect.
- 3.33 Key business sectors likely to benefit from the development would include Advanced Engineering and Research and Development not only as part of the rail industry but through the development of existing established local and regional companies and connected in to the UTC and also the Automotive sector through consolidation at Bentley Motors and the resultant supply chain & new innovative spin off businesses that could be associated.
- 3.34 With over 2,000 hectares of employment land potentially unlocked by the HS2 NW Hub, other key sectors will be attracted including Distribution and Logistics, principally those seeking direct access to deep port and rail freight, and higher value Professional Services, particularly opportunities for city based operations looking for lower cost back office solutions.
- 3.35 The HS2 NW Hub will transform connectivity improving links with the rest of the country and opening up new national and international markets. This will provide new opportunities through Business Tourism and meeting/hotel facilities and also for Digital and Creative sector businesses.
- 3.36 The impact of the HS2 NW Hub will also provide benefits to the retail and leisure industry. With more employment opportunities and improved living standards attracting more professionals to the area, the demand for quality retail, leisure and cultural services is going to increase. This could stimulate town centre redevelopment.

3.37 While it is possible to anticipate the sectors likely to benefit from a HS2 NW hub at Crewe, the opportunities presented could be realised by all types of business that are able to take advantage of them. Further work will need to be undertaken to develop an investment action plan that can inform which sectors/businesses could be the focus for new inward investment and indigenous business growth.

Delivery of Skilled Residents

- 3.38 To ensure residents in the area have the skills and knowledge to benefit from new jobs in the area the Council needs to ensure high quality training and education opportunities are available. The Group has identified a number of priorities that need to be addressed if this is to be achieved. These are; ensuring that young people are better prepared whilst at school for transition to work or higher education; better engagement of employers in order to provide more apprenticeships at advanced and higher levels; greater collaboration between the Council, schools, colleges, MMU and employers to increase provision of Science, Technology, Engineering and Mathematics subjects; effective support and greater collaboration between the Council, education providers and DWP for NEETs and 19-24 year olds who are unemployed. Additionally, the Group believes that the building of a University Technical College in Crewe, which is due to open in September 2016, is going to be vital.
- 3.39 The UTC will provide local young people with an opportunity to learn and develop the appropriate skills in engineering and design, enabling them to gain employment with one of the area's key businesses such as Bentley. The UTC will be vital not only in the future when HS2 is completed but also in the short term. UTCs typically have a wide catchment area meaning that young people from Cheshire West, Staffordshire and Stoke, as well as further afield, will also benefit from the opportunities created by UTC Crewe. Enabling young people from around the sub region to attend the UTC is another reason effective connectivity through infrastructure and public transport in the sub region is vital.
- 3.40 As well as looking to the UTC in the future, Crewe is also home to Manchester Metropolitan University's Cheshire Campus which has a business management department with a wide range of business degrees and subject combinations. As well as delivering skilled residents for the engineering, design and manufacturing industries the Council should be encouraging our local young people to develop professional skills such as law, accounting and finance, management etc. to enable them to compete for the management and business support jobs that are likely to come with the engineering and manufacturing industries as well as other business sectors that will be attracted to the High Growth City area.

CHESHIRE EAST COUNCIL

JOBS, REGENERATION AND ASSETS OVERVIEW AND SCRUTINY COMMITTEE

CREWE HIGH GROWTH CITY TASK AND FINISH GROUP

DRAFT TERMS OF REFERENCE

1. PURPOSE

- 1.1 The Council's Jobs, Regeneration and Assets Overview and Scrutiny Committee has established a Task and Finish Group to undertake an in-depth review into the Council's ambition to support the future growth of Crewe and its surrounding area as Crewe High Growth City. Crewe is located at the heart of a strategic rail and road network with 4.9 million people within one hour's travel time. It is a focal point and hub for regional connectivity and its future growth potential builds upon this and the potential for Crewe to benefit from a High Speed 2 (HS2) SuperHub station. The growth plan for Crewe and its network of surrounding towns is a key priority for both Cheshire East Council and the Cheshire and Warrington LEP and focuses on taking advantage of Crewe's current and future connectivity, capacity for growth, and growing competitiveness based on recent major investments by key employers such as Bentley and by the Council and its partners.
- 1.2 HS2 presents the largest single opportunity to rebalance the UK's economy and stimulate investment in our northern towns and cities. Crewe may be placed at the heart of this national infrastructure, with the announcement in autumn 2014 by the Secretary of State for Transport on the final HS2 route and planned station investment. Whilst we cannot pre-empt the Secretary of State's decision, it is important that places like Crewe prepare for a positive response and work is underway to further develop the strategic case for a SuperHub Station at Crewe and to scope out the development of a Growth Strategy for the Crewe SuperHub. This Review will seek to support the development of this Growth Strategy by assessing the readiness of the Council to capture the full economic and social benefits that a positive announcement regarding a SuperHub Station at Crewe could bring for Crewe, Cheshire East and the wider Sub-region.

2. MEMBERSHIP AND REPORTING

- 2.1 The Task and Finish Group is responsible to the Jobs, Regeneration and Assets Overview and Scrutiny Committee and comprises:
 - Councillor Peter Groves
 - Councillor Steven Hogben
 - Councillor Frank Keegan
 - Councillor Jacqueline Weatherill

- 2.2 The Task and Finish Group will be supported by officers from Democratic Services and Economic Growth and Prosperity.

3. OBJECTIVES

- 3.1 The Task and Finish Group will assess Cheshire East Council's readiness to support the future growth of Crewe High Growth City and realise the economic and social opportunities presented by a potential HS2 Superhub station at Crewe, feeding into the development of a Growth Strategy for the Crewe SuperHub. The review will focus on answering the following key questions:

1. What are the implications of HS2 for Cheshire East Council and the local economy?
2. If we are successful in securing a positive announcement regarding a Superhub station, how do we ensure successful delivery of the projected 64,000 jobs that this investment would create?
3. What do we need to do to ensure the right infrastructure is in place to maximise the benefit of HS2 for the local area and the broader sub-region?
4. What are the key business sectors of the economy that would benefit for the Crewe SuperHub?
5. How can we best ensure we can deliver the skilled residents needed to support these businesses?

4. APPROACH

- 4.1 The Task and Finish Group will receive documentary evidence and will call key witnesses as appropriate.

5. EXPECTED OUTPUTS

- 5.1 The Task and Finish Group will produce a report setting out its assessment of the Council's readiness to capture the full economic and social potential that a positive announcement regarding a Superhub station could bring for Crewe and highlight areas for further development.

6. TIMESCALES

- 6.1 The initial review will be completed by the end of November 2014 but there may be additional work for the Task and Finish Group following on from the Government's announcement regarding HS2.

Appendix B

REFERENCE DOCUMENTS

- Sir David Higgins Report – HS2 Plus - <http://www.hs2.org.uk/david-higgins-launches-his-vision-for-hs2>
- Lord Deighton Report - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/294851/hs2-get-ready.pdf
- HS2 Growth Taskforce (papers and reports) - <https://www.gov.uk/government/groups/hs2-growth-taskforce>
- CEC consultation response – [HS2 in Cheshire East](#)
- Network Rail consultation response – [HS2 in Cheshire East](#)
- Chancellor’s Northern Powerhouse speech (5 August 2014) - <https://www.gov.uk/government/speeches/chancellor-on-the-pathway-to-a-northern-powerhouse>
- One North report – [One North | Manchester City Council](#)
- Greengauge 21 Report (August 2014) - <http://www.greengauge21.net/wp-content/uploads/Staffordshire-a-key-HS2-beneficiary-Final-GG21.pdf>
- Birmingham Curzon Street Growth Strategy – https://www.birminghambeheard.org.uk/development/birmingham-curzon-hs2-masterplan-for-growth/supporting_documents/Curzon%20HS2%20Masterplan%20Part%201.pdf
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- University Technical College Crewe Website - <http://www.utccrewe.co.uk/index.html>
- University Technical Colleges Website - <http://www.utcolleges.org/about/overview/>
- Manchester Metropolitan University Cheshire Campus Website - <http://www.cheshire.mmu.ac.uk/departments/>
- Energising the Northern Powerhouse – presentation by Leader of Cheshire East Council, 4 December 2014
- Senior Management Structure - Report to Cheshire East Council meeting 11 December 2014 by the Chief Executive