

# Economy and Growth Committee

## Agenda

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<b>Date:</b>	<b>Tuesday 11th March 2025</b>
<b>Time:</b>	<b>2.00 pm</b>
<b>Venue:</b>	<b>The Capesthorne Room - Town Hall, Macclesfield SK10 1EA</b>

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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**

To note any apologies for absence from Members.

**2. Declarations of Interest**

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

**3. Minutes of Previous Meeting (Pages 5 - 10)**

To approve as a correct record the minutes of the meeting held on 14 January 2025.

4. **Public Speaking/Open Session**

In accordance with the Council's Committee Procedure Rules and Appendix on Public Speaking, 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.

Petitions - To receive any petitions which have met the criteria - [Petitions Scheme Criteria](#), and falls within the remit of the Committee. Petition organisers will be allowed up to three minutes to speak.

5. **Notice of Motion: Protecting Family Farms and Preserving Rural Communities across Cheshire East** (Pages 11 - 20)

To consider the Notice of Motion.

6. **Rural Action Plan 2022 – 2026 Update** (Pages 21 - 50)

To consider the update report on the Rural Action Plan.

7. **Service Budgets 2025/26** (Pages 51 - 92)

To consider the report which sets out the allocation of approved budgets for 2025-26.

8. **Macclesfield Car Parking Feasibility Study** (Pages 93 - 174)

To consider the findings of the feasibility study conducted to explore the potential to declare surplus land contained within Duke Street and Churchill Way car parks and to release such land for redevelopment for housing.

9. **Carbon Neutral Update and Mersey Forest Partnership** (Pages 175 - 354)

To consider the update of progress against the Council's internal target for carbon neutrality and approve the acceptance of a Trees for Climate grant administered by The Mersey Forest to enable a 33ha tree planting scheme in the Borough.

10. **Work Programme** (Pages 355 - 358)

To consider the Work Programme and determine any required amendments.

11. **Handforth Garden Village Delivery Strategy** (Pages 359 - 368)

To consider the progress made towards delivering Handforth Garden Village, the options for delivery and proposed progressing with the option of exploring a joint venture with MADE Partnership.

12. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 2, 3, 5 and 7a of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

**PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT**

13. **Handforth Garden Village Delivery Strategy** (Pages 369 - 376)

To consider the confidential appendix.

**Membership:** Councillors D Brown, L Buchanan, A Burton, J Clowes, P Coan, B Drake, M Gorman (Chair), A Heler, G Marshall, C O'Leary, P Redstone, R Vernon and F Wilson (Vice-Chair)

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Economy and Growth Committee**  
held on Tuesday, 14th January, 2025 in the Council Chamber, Municipal  
Buildings, Earle Street, Crewe CW1 2BJ

**PRESENT**

Councillor M Gorman (Chair)  
Councillor F Wilson (Vice-Chair)

Councillors D Brown, L Buchanan, J Clowes, B Drake, S Gardiner, A Heler,  
G Marshall, C O'Leary, B Puddicombe, P Redstone and J Snowball

**OFFICERS IN ATTENDANCE**

Peter Skates, Director of Growth and Enterprise  
Carol Hyde, Head of Rural and Cultural Economy  
Karen Carsberg, Head of Housing  
Helen Paton, Cultural Economy Manager  
Nic Abbott, Housing Options Manager  
Joanne Jones, Interim Head of Estates  
Julie Gregory, Acting Head of Legal  
Steve Reading, Finance Officer  
Rachel Graves, Democratic Services Officer

**36 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors A Burton, P Coan and  
R Vernon. Councillors S Gardiner, B Puddicombe and J Snowball  
attended as substitutes.

**37 DECLARATIONS OF INTEREST**

In relation to Item 6 – Housing Related Support Contracts, Councillor  
C O'Leary declared a non-pecuniary and non-registerable interest as he  
had published research relevant to housing related support.

**38 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 12 November 2024 be approved  
as a correct record.

**39 PUBLIC SPEAKING/OPEN SESSION**

There were no public speakers.

#### 40 **FUTURE OF WEST PARK MUSEUM COLLECTIONS**

The Committee considered the report which summarised the current position concerning West Park Museum and its associated collections and sought approval to permanently relocate the collections from West Park Museum to Macclesfield Silk Museum and Macclesfield Town Hall.

It was asked if the legal covenants relating to the collections would be met if they were permanently relocated. In response it was stated that they would be, the items would remain accessible to Macclesfield residents which fulfilled the original benefactor's intent. The management of the collections by the Silk Museum would ensure the proper care and conservation requirements whilst providing continued access to the public.

The Committee noted the historical significance and contribution of the Brocklehurst family to Macclesfield and stated that there should be publicity on the new locations of the collections to inform local residents, and also suggested that opportunities should be explored for collaboration with academic institutions on the Egyptology collection to enhance research opportunities.

It was noted that a report would be brought to the Committee in due course on the future of the West Park Museum building.

**RESOLVED** (unanimously):

That the Committee endorse the recommendation to permanently relocate collections from West Park Museum to Macclesfield Silk Museum and Macclesfield Town Hall.

#### 41 **HOUSING RELATED SUPPORT CONTRACTS - UPDATE**

The Committee considered the update report on the recommissioning of Housing Related Support contracts.

The Economy and Growth Committee in July 2023 had approved the re-commissioning of the Housing Related Support contracts, and the tendering exercise commenced in September 2023. Authority had been delegated to the Director of Growth and Enterprise to award the contracts following the procurement process. However following evaluation of the tenders, not all contracts were awarded, and further approval had been sought in March 2024 to retender a number of lots.

A further tendering exercise commenced in September 2024 and contracts were awarded for the South Rough Sleeping Prevention Service, but no qualifying interest in the North Rough Sleeping Prevention Service were received. The existing contract will end on 31st March 2025 and the existing Provider had indicated that they would be prepared to extend the contract on a short-term basis whilst the Council undertook a further tendering exercise.

In response to questions from the Committee, officers confirmed that the services provided included support for drugs and alcohol, mental health care, domestic abuse and tenancy readiness training. It was also confirmed that provision existed for individuals with pets, though there was limited availability of pet-friendly accommodation.

It was asked if Councillors could be provided with a briefing on the Supported Housing (Regulatory Oversight) Act 2023 and any implications for the service.

**RESOLVED** (unanimously):

That the Committee

- 1 approve the recommissioning of Rough Sleeping Prevention Service - North using an open procurement process for an initial term of 42 months (equating to 3.5 years), with the option to extend for up to a further 2 years.
- 2 delegate authority to the Director of Growth and Enterprise to:
  - a) modification of the existing contract in order to extend the term until 30 September 2025.
  - b) award the contract to the successful bidder following the procurement process.

**42 THIRD FINANCIAL REVIEW 24/25**

The Committee considered the report which provided the forecast outturn for the financial year 2024/25 based on income, expenditure, and known commitments as at the end of October 2024. It also identified actions that were being taken to address adverse variances to urgently address the Council's financial sustainability.

It was requested that future reports include both the original budget and subsequent changes to aid transparency and scrutiny.

Concern was expressed about the long-term sustainability and the impact on service delivery of the savings being made by vacancy management.

**RESOLVED** (by majority):

That the Economy and Growth Committee

- 1 note the factors leading to a forecast adverse Net Revenue financial pressure of £18.3m against a revised budget of £390.5m (4.7%) and note the contents of Annex 1, Section 2 of the report and the progress on delivery of the MTFS approved budget policy change

items, the RAG ratings and latest forecasts, and the actions to be taken to address any adverse variances from the approved budget.

- 2 note the in-year forecast capital spending of £144.7m against an approved MTFS budget of £215.8m, due to slippage that has been re-profiled into future years.
- 3 note the available reserves position as per Annex 1, Section 5 of the report.
- 4 recommend to Council the approval of the Supplementary Revenue Estimate Request for Allocation of Additional Grant Funding over £1,000,000 as per Annex 1, Section 3, Table 1 of the report.
- 5 note the Capital Virements above £500,000 up to and including £5,000,000 as per Annex 1, Section 4, Table 4 of the report will be approved in accordance with the Council's Constitution.

**43 MEDIUM TERM FINANCIAL STRATEGY CONSULTATION 2025/26 - 2028/29 PROVISIONAL SETTLEMENT UPDATE**

The Committee considered a report which sought feedback on the Medium-Term Financial Strategy for 2025/26 – 2028/29 for the Corporate Policy Committee to consider at its meeting on 6 February 2025 ahead of the final approval of the 2025/26 budget at full Council on 26 February 2025.

The Committee commented that there should be better integration and communication amongst committees to avoid silo decision making as the actions of one committee could impact on another and that there should be avoidance of over-reliance on some committees to make budget savings. The provision of a list of services which the Council had to provide would help with financial decisions to be made by the committees.

**RESOLVED** (by majority):

That the Economy and Growth Committee

- 1 recommend to the Corporate Policy Committee, for their meeting on 6 February 2025, all proposals within Appendix A, as related to the Committee's responsibilities, for inclusion in the Council's budget for 2025/26.
- 2 no further budget changes identified that could assist Corporate Policy Committee in presenting an overall balanced budget to Council for 2025/26.
- 3 note the capital growth items listed in Appendix B and the revenue implications noted in paragraph 23. These will be reviewed by the

Capital Review Programme Board in January before a final list is brought to Corporate Policy Committee in February.

- 4 note the content of Appendix C – Provisional Local Government Settlement 2025/26
- 5 note the contents of Appendix D – Council Tax benchmarking and scenarios and consider what the impact of any requests for a change of Council Tax policy would be.

#### 44 **WORK PROGRAMME**

The Committee considered the Work Programme.

It was noted that the next meeting in March 2025 would receive a detailed progress report on Handforth Garden Village, a report on the progress against the Rural Action Plan and consider the Notice of Motion referred by Council on Protecting Family Farms and Preserving Rural Communities across Cheshire East.

##### **RESOLVED:**

That the Work Plan be noted.

#### 45 **EXCLUSION OF THE PRESS AND PUBLIC**

##### **RESOLVED:**

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involves the likely discussion of exempt information as defined in Paragraph 3 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing the information.

#### 46 **WESTFIELDS - PROGRESS UPDATE**

The Committee received an update on the future use of Westfields.

##### **RESOLVED** (unanimously):

That the Committee note the recommendations as set out in the report.

The meeting commenced at 2.00 pm and concluded at 3.50 pm

Councillor M Gorman (Chair)



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## **Economy & Growth Committee**

**11 March 2025**

### **Notice of Motion : Protecting Family Farms and Preserving Rural Communities across Cheshire East farms**

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**Report of: Peter Skates Director of Growth & Enterprise**

**Report Reference No: EG/22/24-25**

**Ward(s) Affected: All**

**For Decision or Scrutiny: Decision**

### **Purpose of Report**

- 1 At the full Council Meeting of 11<sup>th</sup> December 2024, a notice of motion was proposed with regard to protecting family farms and preserving rural communities across Cheshire East and expressing concern in relation to the proposed changes to inheritance tax announced by Government in the Autumn budget, and the impact around Agricultural Property Relief (APR) and Business Property Relief (BPR) on farmland and business assets. This report responds to that notice of motion.

### **Executive Summary**

- 2 A Notice of Motion a notice of motion regarding protecting family farms and preserving rural communities was presented to Council at its meeting on 11<sup>th</sup> December 2024. The motion was proposed by Councillor Janet Clowes and seconded by Councillor Alison Heler.

- 3 "The motion proposed that:

*This Council notes with concern, the proposed changes to inheritance tax announced by the Labour Government in the recent Autumn budget, which would scrap Agricultural Property Relief (APR) and Business Property Relief (BPR) on farmland and business assets. This Council resolves to:*

- *Oppose the Labour Government's changes to inheritance tax affecting family farms.*
  - *Advocate for the exemption of family farms to preserve the UK's food security, rural communities, and environmental initiatives.*
  - *That the appropriate service committee(s) proactively engage with local farmers and community representatives, to consider what support this Council may reasonably provide to this essential part of the Cheshire East economy.*
- 4 *This Council urges all Councillors to stand with Britain's family farms, to support our rural communities, the Cheshire East "Quality of Place" and to protect the environment by formally rejecting this proposed "family farm tax."*

#### RECOMMENDATIONS

The Economy & Growth Committee is recommended to:

1. Note the Notice of Motion
2. To note that engagement will be undertaken as part of the refresh of the Rural Action Plan throughout this year, and therefore to enable opportunities of support to be identified and included in the revised Rural Action Plan 2026-2030

#### Background

- 5 The full text of the Notice of Motion proposed to Council on the 11<sup>th</sup> December 2024 was as follows:
- 6 *"This Council notes with concern, the proposed changes to inheritance tax announced by the Labour Government in the recent Autumn budget, which would scrap Agricultural Property Relief (APR) and Business Property Relief (BPR) on farmland and business assets. This means an effective tax rate of 20% on agricultural assets valued over £1 million. Whilst the government claims that the new £1m threshold will mean three quarters of farms will not be impacted by the change, the NFU believes this is an underestimate and that at least 50% of all working farms may be impacted by the new tax rules. Secretary of State for the Department of Environment, Food and Rural Affairs Steve Reed has stated that already struggling farmers will have to "do more with less".*



- 7 *At a time when many farmers in Cheshire are struggling with soaring costs and energy prices, this tax rise will threaten the future of their farms and destroy confidence in the agricultural community. APR and BPR have been pivotal in allowing British family farms to remain intact across generations, supporting food security, sustaining rural communities, and aiding environmental stewardship.*
- 8 *The Family Farm is an important feature of the Cheshire countryside and this form of agricultural unit is recognised in Cheshire East Council's own Rural Strategy (2022 – 2027) that states;*
- 9 *"There is real economic value in the area's natural capital and landscape character, and the contribution of farming and land management should not be underestimated or forgotten. It is after all, what underpins our rural character, environment and communities, contributing to our 'quality of place', which is accepted as an economic attribute, supporting locational decisions and investment in the area"*
- 10 *Unfortunately, despite government assurances that "small farms" won't be affected, recent analysis identifies that this tax is estimated to impact over 70,000 family farms, leaving the average farming family with a tax bill of at least £240,000*
- 11 *Whilst family farms may be asset-rich in terms of workable land and/or buildings, annual profits are modest. A typical 200-acre arable farm owned by an individual with an annual profit of £27,300 would face a £370,000 IHT liability. If spread over 10 years, this represents 136% of their profit each year to cover the tax bill. At current land prices, successors would have to sell 16% of their land.*
- 12 *In short, this policy compromises the viability of family farms, will force many to sell portions of their land, or close entirely, paving the way for corporate ownership over family ownership.*
- 13 *The Council believes that this tax will have severe impacts on:*
  - *Food Security: Selling off land or closing farms will put our national food independence at risk, at a time when global stability is already fragile. British family farms are critical to ensuring a steady supply of homegrown food.*
  - *Rural Community Stability: Family farms are the foundation of rural Britain and represent the majority of farms across the borough of Cheshire East. They contribute to local jobs, schools, and essential services. Labour's proposed tax risks destabilising communities, eroding the rural way of life, and causing a negative ripple effect across the countryside.*

- *Environmental Stewardship: Farms cover 70% of the UK's land, with family farms playing a leading role in nature recovery, biodiversity, and sustainable land management. The sale and fragmentation of these lands would hinder conservation efforts and undermine environmental initiatives.*

14 *This Council resolves to:*

- Oppose the Labour Government's changes to inheritance tax affecting family farms.*
- Advocate for the exemption of family farms to preserve the UK's food security, rural communities, and environmental initiatives.*
- That the appropriate service committee(s) proactively engage with local farmers and community representatives, to consider what support this Council may reasonably provide to this essential part of the Cheshire East economy.*

15 *This Council urges all Councillors to stand with Britain's family farms, to support our rural communities, the Cheshire East "Quality of Place" and to protect the environment by formally rejecting this proposed "family farm tax."*

16 As part of tax measures in the Autumn budget 2024 it was announced that agricultural property relief (APR) and business property relief (BPR) will be reformed. Although not in the Finance Bill 2024-25, it is intended that these measures will be legislated by secondary legislation and future Finance Bills.

17 Agricultural property relief (APR) is a form of inheritance tax relief. It reduces the amount of tax that farmers and landowners must pay when farmland is passed to the next generation. Business property relief (BPR) is similar, but for business assets that are part of the estate.

18 From 6 April 2026, the full 100% relief from inheritance tax will be restricted to the first £1 million of combined agricultural and business property. Above this amount, landowners will access 50% relief from inheritance tax and will pay inheritance tax at a reduced effective rate up to 20%, rather than the standard 40%. This tax can be paid in instalments over 10 years interest free, rather than immediately, as with other types of inheritance tax. This is on top of the other spousal exemptions and nil-rate bands that people can access for inheritance tax too. More detail of these reforms is available on the gov.uk website: [Summary of reforms to agricultural property relief and business property relief - GOV.UK](#)

19 The Council owns approximately 4,800 acres of farmland set out in 16 clusters (called estates) across the borough, divided into 49 Farm

tenancies. There are no direct implications from the proposed reforms to APR and BPR for these tenanted Council assets or the Council.

## Response

- 20 With respect to the first two resolutions of the proposal, namely;
- a. Oppose the Labour Government's changes to inheritance tax affecting family farms.
  - b. Advocate for the exemption of family farms to preserve the UK's food security, rural communities, and environmental initiatives.
- 21 Committee may wish to discuss and debate the proposal submitted.
- 22 The third resolution requests that the appropriate service committee(s) proactively engage with local farmers and community representatives, to consider what support this Council may reasonably provide to this essential part of the Cheshire East economy.
- 23 Committee is also considering on the agenda of this same committee, the Rural Action Plan 2022-26, and progress made over the past 3 years.
- 24 The Rural Action Plan update report also identifies the need to commence a review with the intention to produce a draft updated Rural Action Plan for 2026 – 2030 for consideration by this Committee prior to its confirmation.
- 25 As preparation and guidance for the new Rural Action Plan for 2026 – 2030 it is proposed that a Members Advisory Group will be set up in 2025 to review and inform this future plan. This is a similar approach to the last refresh in 2022.
- 26 As well as key members in the Member Reference group, officers will also seek to engage with other internal directorates and external bodies such as the Rural Strategy Group.
- 27 The sub-regional Rural Strategy Group (RSG) is an advisory body set up in 2020 to provide guidance and support to Cheshire East, Warrington, Cheshire West and Cheshire councils in developing and implementing strategies and action plans to support the long-term physical, social and sustainable economic development of the rural area. It has refreshed its terms of reference during 2024, and it is hoped that this forum will engage debate from a variety of stakeholders across the region to help inform the Council's rural agenda and priorities.
- 28 Membership of the RSG consists of individuals and representatives of organisations who possess the appropriate skills and knowledge relating

to rural matters including Council representatives from each local authority, the private sector, Cheshire Association of Local Councils, an environmental organisation, Enterprise Cheshire & Warrington, tourism, hospitality and visitor economy, farming sector, housing sector, education sector, voluntary sector, business start-up, community interest or social enterprise sector, community transport and health representative.

- 29 Further engagement with national farmers union, farmer representatives will be explored through this group and also the wider rural services network.
- 30 Therefore, as the lead committee for rural economy, and through the refreshing of the Rural Action plan, offices will seek to engage with local farmers and community representatives, to consider what support the Council could be identified and developed through the Rural Action plan 2026-2030.
- 31 It is also recognised that the potential of devolution across Cheshire & Warrington may provide additional opportunities to generate further investment and support into both rural economies and rural communities.

### **Consultation and Engagement**

- 32 This report addresses the notice of motion submitted to full Council on the 11<sup>th</sup> December 2024, and referred to Economy & Growth Committee as the appropriate service committee with reference to the rural economy, the review of the Rural Action plan.

### **Reasons for Recommendations**

- 33 The Cheshire East Council Constitution sets out the procedure for Notices of Motion submitted to Council. A motion referred to the relevant decision-making body must be considered within two meeting cycles. At the meeting to which the motion has been referred for consideration, the proposer of the motion if present shall be invited to speak first, followed by the seconder. The matter will then be opened up to wider discussion.
- 34 Although Rural Communities are impacted by all the Council services it was considered that the most appropriate committee would be the Economy & Growth committee as it has responsibilities around the Rural Action plan.

### **Other Options Considered**

- 35 None - it is a requirement under the constitution that notices of motion should be referred to the appropriate service committee

Option	Impact	Risk
Do nothing	The council would not be in compliance with the constitution with regard to notices of motion	Democratic process and transparency

## Implications and Comments

### *Monitoring Officer/Legal*

- 36 The are no direct legal implications within this report, as it responds to the notice of motion, and identifies further actions to be undertaken as part of a future review of the Rural Action Plan, and the engagement associated with that review.

### *Section 151 Officer/Finance*

- 37 The are no direct financial implications within this report
- 38 There are no direct implications on the Council's assets in terms of inheritance tax. The Council owns farmland across the borough and these are held under tenancies.

### *Policy*

- 39 The Council owns approximately 4,800 acres of farmland set out in 16 clusters (called estates) across the borough, divided into 49 Farm tenancies. There are no direct implications on these tenanted Council assets in terms of inheritance tax.
- 40 A further report on Economy and Growth Committee agenda today is to update on the Council's Rural Action Plan 2022-2026 and includes the recommendation for a future plan refresh for 2026 - 2030, informed by a Members Advisory Board. A refreshed Rural Action Plan will continue to encompass rural matters across relevant Service Committees. This will therefore ensure engagement with rural communities and stakeholders to provide feedback on current concerns, including reaction to government legislation, and the ability of the policy to recognise new challenges and provide appropriate support.
- 41 The Rural Action Plan update supports the Council's aims to be open and fair and to enable its priorities to be a thriving and sustainable place, to empower and care about people and to be an open and enabling organisation. The Rural Action Plan update supports the Cheshire East

Green Infrastructure Plan (ED47), the Carbon Neutral Action Plan, the Local Plan Strategy and the Cheshire East Farms Policy and the Visitor Economy Strategy.

- 42 The Rural Strategy Group is an advisory body set up in 2020 to provide guidance and support to Cheshire East, Cheshire West and Warrington Councils in developing and implementing strategies and action plans to support the long term physical, social and sustainable economic development of the rural area. The involvement of the Council in this sub-regional forum will enable engagement with rural community and farming representatives to inform on impacts of government legislation and Rural Action Plan policy development.

#### *Equality, Diversity and Inclusion*

- 43 There is no direct implications on Equality, Diversity, and Inclusion within this report, but the wider Rural Action Plan will consider any impact within rural communities

#### *Human Resources*

- 44 There are no direct HR implications within this report

#### *Risk Management*

- 45 There are not direct risk implications within this report

#### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 46 There is no direct impact on Children and Young people within this report, but the wider Rural Action Plan will seek to identify how to support children and young people within rural communities.

#### *Public Health*

- 47 There is no direct impact on Public Health within this report, but the wider Rural Action Plan will seek to identify how to support improvements to public health within rural communities.

#### *Climate Change*

- 48 There is no direct impact on Climate Change within this report, but the wider Rural Action Plan will seek to recognise opportunities and challenges within rural communities

<b>Access to Information</b>	
Contact Officer:	<p>Peter Skates</p> <p>Peter.Skates@cheshireeast.gov.uk</p> <p>Carole Hyde</p> <p>Carole.Hyde@cheshireeast.gov.uk</p>
Appendices:	
Background Papers:	<p>Rural Action plan 2022-2026</p> <p>Report to the Economy and Growth Committee on 14<sup>th</sup> March 2025; Rural Action Plan -update</p>

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## **BRIEFING REPORT**

**Economy and Growth Committee**

**11 March 2025**

**Rural Action Plan 2022 – 2026 Update Briefing**

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**Report of: Peter Skates, Director of Growth and Enterprise**

**Report Reference No: EG/11/24-25**

### **Purpose of Report**

- 1 As part of delivering the Cheshire East Plan 2024-25 outcomes, the council has undertaken to build a thriving and sustainable place and as part of that aim it seeks to have thriving rural economies with opportunities for all.
- 2 The purpose of this report is to provide an update on the progress of Cheshire East Council's Rural Action Plan 2022 – 2026.
- 3 The report summarises the current position on key actions and makes recommendations for a future plan refresh for 2026/7.

### **Executive Summary**

- 4 This report summarises the progress that has been made on various aspects of the Rural Action Plan since 2022. This encompasses the main themes of the plan including digital connectivity; access for residents, business and visitors; rural housing; strong, supportive places and communities; planning for a green and sustainable place; the visitor and cultural economy and rural based businesses.
- 5 A refreshed Rural Action Plan will be developed for 2026 – 2030 and it is proposed that a Members Advisory Group will be set up in 2025 to review and inform this future plan and policy.

- 6 The report highlights some opportunities and challenges that are currently impacting on the rural economy.

## **Background**

- 7 Cheshire East is defined by the Rural Services Network SPARSE classification as a council considered 'predominantly rural' while the DEFRA Rural Classification of the borough is 'urban with significant rural'.
- 8 The rural aspect of Cheshire East is therefore significant in terms of population, economic impact and its contribution to the borough's 'quality of place'.
- 9 The Rural Action Plan has a focus on the economy in rural areas. Traditionally within Cheshire East, this has been identified as agriculture (particularly dairy) and land-based industries. The modern rural economy also includes the key landscape sectors of forestry, natural capital, land management and tourism.
- 10 Other sectors within rural areas involve a diverse range of commercial enterprise, from SME's and micro businesses to national and global corporations in a variety of industries including renewable energy production, advanced manufacturing and engineering, logistics, food and drink manufacturing, agri-tech and bio-renewables, financial and professional services, digital, creative and health care technology.
- 11 Geographically Cheshire East's 'Science Corridor' extends across rural locations with pharma, scientific research, energy, radio astrophysics and astronomy all located in rural strategic employment sites in Alderley Park, Radbroke Hall, Waters and Jodrell Bank.
- 12 However, the rural economy does not sit in isolation from other factors. It is an important aspect of the boroughs character but brings with it both the constraints and opportunities that are peculiar to rural areas. A wide range of topics therefore need to be considered, and the plan provides a broad framework for the economy that takes into account a variety of different aspects including digital connectivity, transport, and access, facilities, energy, housing, communities, health, education, environment, natural capital, climate change, farming, planning, visitor and cultural economies.
- 13 A previous Rural Action Plan was in place for the period 2018– 2022. This was replaced with the Rural Action Plan 2022 – 2026 and this briefing report summarises the progress that has been made on key actions within the different themes in this plan.

## Briefing Information

- 14 The Rural Action Plan 2022 – 2026 provides a cross-cutting approach, reflecting the plans and strategies of the council and the work of partners in delivery. It is aimed at anyone interested in the well-being of rural Cheshire East, helping to inform decision makers and policy makers from public, private or voluntary sectors, community groups, wider stakeholders and individuals. The plan is intended to be a flexible resource that reflects the council's aspirations and enables people and groups to engage in addressing identified priorities.
- 15 It is intended to develop a refreshed Rural Action Plan for 2026 – 2030 and it is proposed that a Members Advisory Group will be set up in 2025 to review and inform this future plan and policy.
- 16 The sub-regional Rural Strategy Group (RSG) is an advisory body set up in 2020 to provide guidance and support to Cheshire East, Warrington, Cheshire West and Cheshire councils in developing and implementing strategies and action plans to support the long-term physical, social and sustainable economic development of the rural area. It has refreshed its terms of reference during 2024, and it is hoped that this forum will also engage debate from a variety of stakeholders across the region to help inform the council's rural agenda and priorities.
- 17 Membership of the RSG consists of individuals and representatives of organisations who possess the appropriate skills and knowledge relating to rural matters including Council representatives from each local authority, the private sector, Cheshire Association of Local Councils, an environmental organisation, Enterprise Cheshire & Warrington, tourism, hospitality and visitor economy, farming sector, housing sector, education sector, voluntary sector, business start-up, community interest or social enterprise sector, community transport and health representative. Meetings are normally held four times per year and the most recent meeting was held in February 2025. Additional task and finish groups can be set up as appropriate to work on specific issues identified by the Group.
- 18 The RSG sees its main responsibility to champion and lobby for the interests of rural communities and rural businesses in Cheshire with a particular focus on the following priority areas:
  - Sustainable & Inclusive Economy in Rural Areas – Maintain and grow the diverse economy in rural areas: including key sectors - wholesale and retail, visitor economy, creative industries, professional services and agri-food/land-based industries; and topics such as decarbonisation, natural capital and quality of place.

- Skills – collaboration with LSIP for Cheshire & Warrington to ensure skills provision meets the needs of rural employers and access for individuals to local opportunities
  - Infrastructure Connectivity – Ensure that digital and physical connectivity is improved across the rural area, this includes mobile, broadband, transport, and access to services
  - To develop and ensure a two-way flow of communication and reporting on strategic rural matters within the Councils, Enterprise Cheshire & Warrington (sub-regional body) and across partner organisations.
  - To provide advice on strategic issues affecting the rural area including responses to consultations and strategy development, contribution to strategic issues such as economic recovery and resilience.
  - To develop and inform investment programmes that enhance the economy in rural areas and seek to support bids to secure funding to deliver the priorities.
  - To promote, develop and help publicise rural funding, engagement opportunities and business support events.
- 19 There are some significant opportunities and challenges that are currently impacting on the rural economy. One such opportunity is being presented by a possible future devolution agreement. This is creating a need to highlight the importance of the rural economy to the sub-region and its potential role in a future Mayoral Combined Authority. There is therefore an important programme of work required, at pace, to agree rural priorities which will support devolution levers to help enable rural growth opportunities in Cheshire and Warrington. Resource for this programme of work is required and a need for collaboration and coordination across the three local authorities.
- 20 The Council owns approximately 4,800 acres of farmland set out in 16 clusters (estates) across the borough, broken into 49 farms. This service has been delivered in this way for over 100 years. The current Cheshire East Farms Policy was agreed in 2012 and reviewed in 2018. Since then there have been several changes that may impact the Council's approach to its farm landholdings:
- The Councils pledge to be carbon neutral by 2030 and to assist the borough to be carbon neutral by 2045.
  - The current capital and revenue budgetary pressures

- The approach of central government to the farming sector.
- 21 A review of the Farms Strategy is therefore a current opportunity that impacts on the rural economy. The review is in progress and a Members Advisory Group has been set up to support this. An initial meeting has been held where general principles, data and information was shared and discussed with Members. The intention is to follow national Rural Asset Management best practice guidance for the review stages with the aim of making recommendations for adoption in 2025/26.
  - 22 There is a recognition that national policy and the approach of central government to the farming sector presents ongoing opportunities and challenges for farmers and landowners. In recent years, changes to Basic Payments Schemes (BPS) and transition to Environmental Land Management Schemes (ELMs) can create uncertainty and adjustments to land use. The recent announcement in the Autumn budget 2024, that agricultural property relief (APR) and business property relief (BPR) will be reformed, has impacted the farming community with some operators protesting in public displays against the changes.
  - 23 Agricultural property relief (APR) is a form of inheritance tax relief. It reduces the amount of tax that farmers and landowners must pay when farmland is passed to the next generation. Business property relief (BPR) is similar, but for business assets that are part of the estate.
  - 24 From 6 April 2026, the full 100% relief from inheritance tax will be restricted to the first £1 million of combined agricultural and business property. Above this amount, landowners will access 50% relief from inheritance tax and will pay inheritance tax at a reduced effective rate up to 20%, rather than the standard 40%. This tax can be paid in instalments over 10 years interest free, rather than immediately, as with other types of inheritance tax.
  - 25 A Notice of Motion concerning this budget announcement is being discussed at the 11<sup>th</sup> March Economy and Growth Committee. The detail of the budget changes will be suggested as an agenda item for discussion at a Rural Strategy Group meeting so that engagement can be made with the farming community and their representatives. Findings can then be used to inform the council's 2026-20230 Rural Action Plan.
  - 26 Appendix 1 summarise the progress that has been made on various priorities in the plan since 2022. Advances have been made in several areas and focus will be continued during 2025.

## Implications

### *Monitoring Officer/Legal*

- 27 Whereas the content of the report are noted, there is nothing in the report that would call for specific legal comment at this time. If there are any specific projects that emerge from the development of the Rural Action Plan 2022-2026, Legal is happy to review and engage any specific matters when called on to do so.

### *Section 151 Officer/Finance*

- 27 The cost of reviewing and updating the Rural Action Plan for 2026 – 2030 will involve staff time which is covered by the existing Rural and Cultural Economy Service revenue budget. The cost of Members time and expenses involved in attending a Member Advisory Group. It is anticipated this would involve a maximum of 4 meetings during 2025/26.
- 28 The financial implications of rural proofing future individual projects in the Rural Action Plan will be considered on a project-by-project basis via their own specific Committee report and financial recommendations.

### *Policy*

- 28 The Rural Action Plan update supports the Council's aims to be open and fair and to enable its priorities to be a thriving and sustainable place, to empower and care about people and to be an open and enabling organisation. The Rural Action Plan update supports the Cheshire East Green Infrastructure Plan (ED47), the Carbon Neutral Action Plan, the Local Plan Strategy and the Cheshire East Farms Policy and the Visitor Economy Strategy.

### *Equality, Diversity and Inclusion*

- 30 An EIA has been completed for this report.

### *Human Resources*

- 29 There are no implications for Human Resources

### *Risk Management*

- 30 Progress has been made on various aspects of the Rural Action Plan since 2022. The formation of a Members Advisory Group should help ensure that this progress continues and that new opportunities and challenges are included in a refreshed Plan for 2026 – 2030.

### *Rural Communities*

- 32 All of the content of the updated Rural Action Plan will have implications for rural communities.

### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 33 Some of the content of the updated Rural Action Plan will have implications for Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND) e.g. family hubs.

### *Public Health*

- 34 The priorities in the Rural Action Plan should bring about positive, overall impacts on the health and wellbeing of Cheshire East residents
- 35 The Rural Action Plan will have a greater positive impact on rural communities compared to urban.

### *Climate Change*

- 36 The priorities in the Rural Action Plan should bring about positive, overall impacts to help the council reduce its carbon footprint and achieve environmental sustainability.

<b>Access to Information</b>	
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Appendices:	Appendix 1 – Rural Action Plan – Progress on Priorities
Background Papers:	

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## Appendix 1

<b>CHESHIRE EAST RURAL ACTION PLAN 2022 – 2026</b>			
<b>1.</b>	<b>Digital Connectivity: Broadband &amp; Mobile</b>		
	<b>Key actions</b>	<b>Primary Responsibilities and other contributors</b>	
1.1	Complete the Superfast broadband 30gb rollout and deliver related SME support	<b>CEC Growth &amp; Enterprise</b>	All Superfast rollout with Openreach has been completed for some time. Activities to close contracts have been carried out and there was a dispute with Openreach regarding returned funds which delayed closure of Contract 1. This has now been resolved and Contract 1 is closed. Contract 2 is in the closure stages currently.
1.2	Continue the rollout of the Airband contract for full fibre broadband	<b>CEC Growth &amp; Enterprise</b>	Airband have experienced financial difficulties and are no longer able to complete remaining development. Closing the contract and financial issues have created a complex legal position which has required external support. Our position is now cleared and the Airband contract is due to be closed shortly.
1.3	British Digital UK (BDUK) voucher top-up scheme for rural communities with less than 100mb/sec	<b>CEC Growth &amp; Enterprise</b>	The voucher scheme was paused (during gigabit procurement) by BDUK which delayed rollout. The pause has now been lifted and is now underway. We have approx. 40 areas with an interest in schemes.
1.4	Support Project Gigabit – a BDUK operated scheme with scope for input/involvement by local authorities.	<b>CEC Growth &amp; Enterprise</b>	Support for Gigabit and co-ordination with BDUK is underway and is having a positive impact on project progress and scope.
1.5	Deliver the Cheshire East Digital Strategy	<b>CEC Place Directorate</b>	The strategy is being delivered. Some aspects are behind (re Gigabit Pause) so is looking to be extended.

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1.6	Develop a Digital Inclusion Plan	CEC/Health & Wellbeing Board	Activities on Digital inclusion have started, including better co-ordination of disparate (including external) support services, procurement of a support project and recruitment of a Digital Exclusion support member who will focus on improving communications and co-ordination and developing meaningful support activities.
<b>2.</b>	<b>Access for residents, business, and visitors</b>		
	<b>Key Actions</b>	<b>Primary Responsibilities</b> and other contributors	
2.1	Adopted Local Transport Plan (LTP) addresses all areas of the borough and includes a local area profile.  LTP refresh 2024: Guidance for refresh of the LTP to be published 2022, including application of LTP in rural areas.	<b>CEC Strategic Infrastructure and Highways</b>	Work to develop a new Local Transport Plan (LTP) is underway with a consultation on vision and objectives taking place in spring 2025. The LTP is boroughwide and considers the challenges and opportunities for rural areas.  An informal reference group of elected members is established to support the preparation of the Council's LTP, including member representation for rural areas.
2.2	Development of Town Plans for each key service centre and principal towns, which will also encompass the surrounding rural areas.	<b>CEC Strategic Infrastructure and Highways</b>	Local Transport Development Plans (which are called Town Plans on the LTP) have been produced to support the delivery of transport schemes at a local level. They have been developed for each key service centre and principal town, including surrounding rural areas.
2.3	Deliver Go-too pilot demand-responsive bus service in south-western part of Cheshire East funded by DfT Rural Mobility pilot scheme	<b>CEC Strategic Infrastructure and Highways</b>	Plans are underway to integrate the Go-Too pilot demand-responsive bus service (which operates in the area south and west of Nantwich) with the Council's FlexiLink service to offer a single, integrated demand responsive bus service in the borough. This will support rural communities in particular who have limited access to fixed route bus services.

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2.4	Deliver projects under the Rights of Way Improvement Plan: 2011-2026. Delivery for the period will be in line with the Local Transport Plan and related strategies (such as Green Infrastructure, Cycling Strategy and Local Plan).	<b>CEC Public Rights of Way/ Strategic Infrastructure and Highways</b>	Recruitment of a dedicated Countryside Access Development Manager in 2024, has helped provide greater focus on projects delivered under the ROWIP. These include support for Bradwall and Holmes Chapel Parish Councils in creation of permissive paths to reduce road walking and improvements on Wilmslow Footpath No. 80 as an active travel route. Delivery of a variety of other projects is ongoing.
2.5	Sustainable travel enhancement programme (STEPS)– annual capital programme of investment in schemes to promote walking or cycling for local travel.	<b>CEC Strategic Infrastructure and Highways/Public Rights of Way</b>	The Local Transport Plan (LTP) capital programme is an annual programme of investment which includes schemes to promote sustainable and active travel. Active travel projects delivered under STEPS include: <ul style="list-style-type: none"> <li>• Leighton Footpath No. 2</li> <li>• Stapeley Footpath No. 1</li> </ul> Delivery of projects is ongoing.
2.6	HS2a – implementation of mitigation and route changes	<b>CEC Public Rights of Way/ Strategic Infrastructure and Highways</b>	HS2a cancelled – proposals held on file.
2.7	Implement PROW changes and improvements related to strategic road schemes impacting on the rural area, including Middlewich bypass, Poynton relief road, A500 and SEMMMS	<b>CEC Public Rights of Way/ Strategic Infrastructure and Highways</b>	PROW changes and improvements delivered on <ul style="list-style-type: none"> <li>• Poynton Relief Road</li> <li>• South East Manchester Multi Modal Strategy (A6 Manchester Airport relief road)</li> <li>• PROW changes designed for Middlewich bypass.</li> <li>• A500 dualling scheme postponed</li> </ul>
2.8	Extend provision of EV charging points to CEC car parks in rural areas as part of LEVI (local electric vehicle infrastructure fund) programme	<b>CEC Strategic Infrastructure and Highways</b>	Work to extend provision of EV charging points to CEC car parks in rural areas as part of LEVI (local electric vehicle infrastructure fund) programme is ongoing.

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2.9	Active travel plans to be developed in partnership with major rural employers to provide better access and reduce car dependency. Council to recruit a dedicated Active Travel officer to lead this work.	<b>CEC Strategic Infrastructure and Highways</b>	Work on active travel plans is ongoing with continuing business engagement with local rural employers to understand their issues and the changes that would help improve their employees access to active travel options to workplaces e.g. recent discussions with Barclays at Radbrooke Hall in Peover Superior. Plans to recruit an Active Travel officer remains in Service structure plans and this will be progressed as soon as possible to help support the work in this area.
3.	<b>Rural Housing</b>		
	<b>Key Actions</b>	<b>Primary Responsibilities and other contributors</b>	
3.1	<p>Exploring opportunities to provide affordable housing to enable local residents to remain living within their communities by:</p> <ul style="list-style-type: none"> <li>• Contacting and working with rural communities who have identified a need for affordable housing within their Neighbourhood plans.</li> <li>• Undertake Housing Needs Surveys across our rural parishes</li> <li>• Continue to explore opportunities to develop rural exception sites.</li> <li>• Explore opportunities for Community Led Housing Projects.</li> </ul>	<b>CEC Strategic Housing &amp; Strategic Planning/ Parish Councils.</b>	<p>Housing Officers undertook a review of all Neighbourhood plans in 2022/23 and attended follow up meetings where interest has been shown. Unfortunately, there is little interest.</p> <p>The Rural Housing Enabler (DEFRA funded post) has also contacted Parish Councils and there has been no take up.</p> <p>We have supported the completion of 2 Housing needs surveys and continue to respond to requests. A further survey is due to commence.</p> <p>The Rural Housing Enabler has promoted Community Led Housing with Parish Councils, but there has been no interest. There have not been any groups who have registered an interest for Self-Build.</p>

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3.2	Promote and deliver sites within rural areas, via the CEC Housing Development Framework, which will deliver a mix of housing types and tenures, including affordable housing.	<b>CEC Strategic Housing</b>	<p>We have undertaken a mini competition through the Housing Development Framework and are working through the decision-making process (also there have been changes to the NPPF which may impact on rural exception sites)</p> <p>117 new homes have been delivered within rural areas since 2022.</p>
3.3	Develop, adopt and implement a new Housing Strategy for the borough	<b>CEC Strategic Housing</b>	The Interim Housing Strategy 25-28 is currently out for consultation and then will be taken forward for adoption in Summer 2025.
3.4	Put in place up-to-date planning policy and guidance to support the provision of rural housing, including for essential rural workers, primarily through the Site Allocations and Development Policies Document (SADPD)	<b>CEC Strategic Planning</b>	<p>SADPD adopted in 2022 and includes multiple policies related to rural matters, including housing and exception sites. Housing SPD completed in 2023 to provide further guidance on affordable housing policies.</p> <p>Housing attend the Rural Housing Task Group meetings to explore potential opportunities for rural housing development along with CEC Strategic Planning.</p> <p>CEC Strategic Planning Team and Housing Team are now members of the Rural Housing Enabling Group, exploring options with landowners.</p>
3.5	Secure grant funding to retrofit off-gas homes	<b>CEC Strategic Housing</b>	We have been successful in securing £4.95m of Home Upgrade Funding for the Sub Region and retrofitted 146 off-gas homes.
<b>4.</b>	<b>Strong, supportive rural places and communities</b>		
	<b>Key Actions</b>	<b>CEC Primary responsibilities</b>	

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		and other contributors	
4.1	Support local communities to identify assets that are important to them, and promote the Register of Assets of Community Value as a means of recognising their value and potential for sale to community groups	<b>CEC Communities,</b> Legal, & Assets; Parish Councils; VCFS	Community Right to Bid guidance document to be reviewed and updated in 2025.
4.2	Deliver the connected Communities Strategy to improve health and wellbeing in the Borough by building on the distinctive strengths and characteristics of the towns and villages within Cheshire East, by encouraging and supporting Partnerships to help meet these outcomes.	<b>CEC Communities Team &amp; Public Health Team,</b> Neighbourhood Partnerships, Parish Councils, VCFS	<p>The Council's Community Development team continue to work with local people and organisations in order to create and build upon ideas for the benefit of their local area. For example, driving the voice and inclusion of Voluntary and Community Frontline Sector (VCFS) groups at Primary Care Network (PCN) development meetings. This includes work across rural areas of Cheshire East.</p> <p>The recently recommissioned Cheshire East 'One You' service specification includes a requirement for physical activity sessions to be delivered in rural locations.</p>
4.3	Develop and support Connected Communities neighbourhood partnerships covering rural areas, which bring local people together to address the needs of the community and work collaboratively to improve their shared offer	<b>CEC Communities Team,</b> Parish Councils, VCF Sector Groups, Police, Health, CFRS,	Eight 'Care Communities' cover the whole of the borough and bring together partners to focus on improving health and wellbeing. They recognize the challenges and needs of rural communities and are working to address these.
4.4	Improving the mental health and wellbeing of people, through assessing the levels of loneliness and social isolation in rural areas across the borough, the carers strategy, and 'living well for longer'.	<b>CEC Public Health,</b> CCG's, NHS, CEC, Police, CFRS, Healthwatch, VCFS	A Social Isolation and Loneliness joint strategic needs assessment is underway and due to be published in spring 2025.

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4.5	Working with the CE Wellbeing Network co-ordinates health and wellbeing campaigns, enable more people to Live Well for Longer through collaborative health and wellbeing campaigns that involve rural places	<b>CEC Public Health</b> , CCG's, NHS, CEC, Police, CFRS, Healthwatch, VCFS	The Cheshire East Wellbeing Network has been disestablished. An 'Eat Well, Move More' Partnership has been created with a focus upon helping people maintain a healthy weight and a more active lifestyle. Opportunities to focus upon rural communities and the use of green spaces for wellbeing purposes are under consideration. Two funded projects have focused upon mental wellbeing in rural communities.
4.6	To promote strategic training and development and encourage rural schools to access the programme	<b>CEC Education</b> /Schools	<p>All Cheshire East Schools, including those in rural locations, are supported through the school development pathway (updated annually) which provides curriculum and specialised training/networks across all subject areas. The pathway aims to support long term impact on pupils' outcomes by providing professional development programmes following the guidance in the standard for teachers' professional development report. All schools can access evidence-informed professional development with the focus across the three Cheshire East priorities (Attendance, Disadvantaged, Inclusion).</p> <p>Schools have also been supported and challenged to ensure that they make best use of opportunities through other well-established partnerships which School Improvement colleagues have directed through their work with the Maths and English Hubs, the Research School and the Education Endowment Foundation (EEF).</p>
4.7	(Subject to a successful bid) to establish a Multi-Academy Trust as part of a national pilot, giving rural schools the opportunity to consider the academy trust solution.	<b>CEC Education</b> /Schools	The 2022 Schools White Paper outlined plans for local authorities to set up their own academy trusts with officials hoping this would speed up conversions among reluctant council schools. The CEC Education Team worked with schools, including rural schools, and submitted a bid in autumn 2022. Unfortunately, the government dropped the

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			<p>legislation intended to support the Schools White Paper targets, and the pilots were not taken forward.</p> <p>The government has recently published the first draft of its Children's Wellbeing and Schools Bill, planned legislation that will bring academies in line with maintained schools in some areas where they have previously had freedom. The CEC Education Team continues to support both the maintained and academy schools in Cheshire East, including those in rural locations.</p>
4.8	Manage the Shared Prosperity Fund (SPF) with a focus on support for Communities and Place.	<b>CEC Place Directorate</b>	<p>The Rural Digital Support project has completed distribution of grants to 18 community organisations that have received support for various community focused digital services. Case studies will be developed to showcase the positive impact of this popular scheme.</p> <p>The Improved Greener Communities Facilities Fund has supported capacity building and infrastructure for 33 local civil society and community groups across rural areas.</p> <p>A Rural Cultural and Heritage Infrastructure Grants scheme is in progress and has provided capital grants to date for access improvements to 4 rural cultural, historic and heritage institutions to date. We are currently awaiting information on whether further rural SPF grant support will be continued in the 25/26 period.</p>
4.9	As part of the Council's Carbon Action Plan and net zero the Council will work with the Boroughs' schools, academies, colleges and associated partners: to promote resources available for young people to understand and engage with measures to address Climate Change; and to undertake tree planting	<b>CEC Education/ CEC Place Directorate</b> /Schools/Mersey Forest/Cheshire Wildlife Trust	<p>The Council continues to engage with schools and young people on issues relating to climate. The waste volunteers managed by ANSA work with schools to encourage recycling through a network of junior recycling officers and schools are engaged with competitions and activities such as naming the hydrogen powered refuse vehicles. Woodland creation scheme procurement include a requirement for social value,</p>



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	schemes as part of the natural capital programme		contractors are expected to engage with the local community including local schools to provide expertise and experiences to pupils.
4.10	Promote Crowd Funding through 'Cheshire East Crowd', with up to £10,000 available to support community projects.	<b>CEC Communities Team</b>	The Crowd funding platform was available for use by Community Organisations up until May 24. Funded projects can be seen here: <a href="#">Discover Projects in the Cheshire East Crowd</a>
4.11	Maintain 'social value' as part of the CEC procurement strategy.	<b>CEC Procurement</b>	<p>Maintain 'social value' as part of the CEC procurement strategy. Social value forms part of the procurement strategy and we have a separate social value policy <a href="#">here</a></p> <p>We consider social value in all procurements and apply a minimum 10% weighting to all procurement over £100k. We also ask supplier to obtain the social value award as part of being awarded a Cheshire East Contract <a href="#">here</a></p>
4.12	Undertake a needs assessment to understand the health and wellbeing issues facing older people in our rural communities, with recommendations to the Council and its partners on a theme of connectivity	<b>CEC Public Health</b> VCFSE OHID Parish Councils Residents	The Care of Older People joint strategic needs assessment work will begin in 2025 and last 12 to 18 months. It will include the issues associated with living in rural areas.
4.13	Undertake the Joint Strategic Needs Assessment (JSNA	<b>CEC Public Health/NHS/</b> VCFSE	The JSNA is being worked upon and updated on an ongoing basis. Each review considers the issues associated with our rural communities.

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4.14	Address rural needs as part of the 'Winter wellbeing group' working with the community and voluntary sector	<b>CEC Communities Team/Public Health/Winter wellbeing group</b>	CE Community Grants programme has also supported a wide range of community projects, which can be found here <a href="#">Grant funded projects</a> The Improved, Greener Community Facilities Fund focused mainly on rural community buildings.  The Winter Wellbeing Group no longer meets as a result of lack of capacity to service the meeting.
4.15	Develop Family Hubs in line with government expectations and criteria	<b>CEC Children's Services Health, VCS</b>	Five family hubs are now open in: <ul style="list-style-type: none"> <li>• Oakenclough, Wilmslow</li> <li>• Oak Tree, Crewe</li> <li>• Monks Coppnall, Crewe</li> <li>• Ash Grove, Macclesfield</li> <li>• Congelton.</li> </ul> There is also a digital family hub to support children and families targeted who are unable to visit a physical location or would prefer online access to resources.
<b>5.</b>	<b>Planning for a green and sustainable place</b>		
	<b>Key Actions</b>	<b>CEC Primary responsibilities and other contributors</b>	
5.1	Conserve and manage the natural features and biodiversity of the Council's Countryside assets and Tatton Park for present and future generations	<b>CEC Rural &amp; Cultural Economy</b>	As one of the region's foremost environmental assets, and the largest public green space in the borough, Tatton Park 's management and operational teams continue to manage and conserve habitats of national and local importance. Options to deliver decarbonization and nature-based inseting have been progressed with tree and wildflower plantings delivered, feasibility into air source heat pumps to replace fossil fuel heating systems and increased accessibility to the parkland and natural habitat being assessed. The Tatton Mere and Melchett Mere is part of a

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			<p>wider DEFRA scheme through Natural England to investigate how to improve water quality and management of this Special Site of Scientific Interest.</p> <p>The Countryside ranger team continue to manage and conserve natural habitats and features in nineteen council owned sites whilst balancing visitor access to these important recreational green spaces. An annual programme of regular ranger led events aim to educate and share a wide range of conservation and nature-based skills with the public.</p>
5.2	Further, detailed planning policies to be put in place to protect and enhance the quality of rural environment (landscape, heritage and biodiversity) through the Site Allocations and Development Policies Document	<b>CEC Strategic Planning</b>	<p>Completed in December 2022.</p> <p>Ecology and Biodiversity Net Gain SPD introduced and adopted July 2024</p>
5.3	Continue to support local councils in putting in place Neighbourhood Development Plans that help shape their areas and enhance quality of life in rural communities	<b>CEC Strategic Planning</b>	Support programme ongoing, 40 plans currently completed, approximately 10 in pipeline.
5.4	Support communities to review their adopted Neighbourhood plans to ensure they continue to align with and inform the boroughs wider rural strategy, ensuring new opportunities are captured	<b>CEC Strategic Planning</b>	Ongoing support continues.
5.5	Adoption of a Minerals and Waste Local Plan to ensure the proper planning and management of the Borough's natural resources	<b>CEC Strategic Planning</b>	Draft Minerals and Waste Plan consulted on in 2023. Now proposed to align with production of New Local Plan.

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5.6	Review and amend supplementary planning guidance to ensure that the design and appearance of rural areas is maintained.	<b>CEC Strategic Planning</b>	No further update on this theme, to be reviewed as part of the local plan and development of a Design Guide
5.7	Adopt supplementary planning guidance for Biodiversity Net Gain (BNG)	<b>CEC Strategic Planning</b>	Adopted July 2024
5.8	Seek continued improvement in standards of estate management, maintenance, husbandry, good environmental practice and stewardship of the Council's farm estate whilst providing opportunities to suitably qualified persons to enter agriculture	<b>CEC Growth &amp; Enterprise, Cheshire Farms Shared service</b>	<p>During this action plan period, five long term lettings of equipped farms have been entered into with new entrants which involved the Council responding to 317 individual requests for detailed particulars and information, leading to viewings and 45 detailed applications.</p> <p>Individual lettings have been advertised and let with provisions to encourage improvement in the management of natural capital.</p>
5.9	During the period, the Council will review its farms strategy, agricultural landholdings within the farm estate and ongoing work with farm tenants to: - (1.1) Optimise Opportunities to improve soil and livestock management practices. (1.2) Identify appropriate opportunities for tree and hedge planting or mossland restoration within farm holdings to improve natural capital benefits and nature-based approaches to carbon sequestration. (1.3) Review the terms and conditions of all new tenancies on Cheshire East Farms, as they become available, to facilitate (1.1) and	<b>CEC Growth &amp; Enterprise, Cheshire Farms Shared service</b>	<p>A Members Advisory Group has been set up to support the CEC Farms Strategy review. An initial meeting has been held where general principles, data and information was shared with Members. The intention is to follow national Rural Asset Management best practice guidance for the review stages with the aim of making recommendations for adoption in 2025/26.</p> <p>Opportunities have been identified for tree planting including the allocation of approx. 225 acres of land from five farms on the Batherton, Cranage, Coole Pilate, Haslington &amp; Peover Estates for planting schemes, the latter of which was completed during 2024.</p>

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	(1.2) above. (1.4) Notwithstanding the above, maintain a viable farm estate to provide opportunities for entry-level access to farming		
5.10	Implement the Environment Strategy (2019) to provide the Council with a framework to help protect and enhance the environment and improve residents' quality of life, related to the natural and built environment of the borough and addressing transport, energy & carbon, waste and minerals.	<b>CEC Place Directorate</b>	Progressing with decarbonisation of council services with gas boilers replaced by Air Source heat Pumps at both main council offices and several leisure centres. Fleet vehicles working across all urban and rural areas are being decarbonised where a solution is available. The council is also pursuing natural sequestration solutions to offsetting residual carbon and has planted 4 large mixed woodland sites in rural areas.
5.11	Deliver the Council's Carbon Action Plan targets including decarbonising the delivery of Council services in rural areas, increase local renewable energy and sequester carbon through nature-based solutions	<b>CEC Place Directorate</b>	The council has developed a wider borough carbon action plan with a focus on building partnerships with communities, businesses and charities across the borough.
5.12	Develop proposals for the Council and the role of our rural areas in supporting delivery of net-zero for the borough by 2045 (UK100 pledge)	<b>CEC Place Directorate</b>	Specifically rural focused areas such as agriculture and land use are considered alongside those areas which affect rural communities differently such as transport infrastructure and industry.
5.13	In support of its Carbon Action Plan, boroughwide targets and biodiversity CEC Place Directorate 2022 - 26 36 policies, the Council will review, and implement where appropriate, opportunities for improving natural capital, including tree and woodland cover, peatland restoration and other nature based solutions on Council-owned land, and	<b>CEC Place Directorate</b>	The council is working to increase biodiversity on its own land assets through the creation of natural woodland resources and through amended maintenance regimes designed to enhance biodiversity net gain through targeted interventions. Regenerative farming methods are prioritised where possible.

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	encouraging/facilitating such investment on other appropriate land		
5.14	Support the Council's environmental and carbon action plan objectives as part of the Mersey Forest Partnership, in collaboration with Cheshire Wildlife Trust, and working with the Local Nature Partnership,	<b>CEC Place Directorate/ Mersey Forest/ CWT/LNP</b>	<p>The council continues to be an active partner of both the Mersey Forest and Cheshire Wildlife Trust. The collaboration with The Mersey Forest has enabled the development of six natural woodland sites sequestering carbon and providing species habitat. Working with The Cheshire Wildlife Trust has enabled peat restoration to take place on one site and we are hopeful additional sites will also be suitable for these targeted actions.</p> <p>The Council are represented on the steering group of a sub-regional Local Nature Partnership with the aim of taking a strategic overview of the local natural environment. The partnership includes Cheshire West and Chester Council, Warrington Council, Natural England, Environment Agency, National Trust, Cheshire Wildlife Trust, Mersey Rivers Trust, Mersey Forest, United Utilities &amp; Tatton Estates.</p> <p>The Cheshire Local Nature Partnership (LNP) looks for ways to manage, enhance and promote nature recovery and management that will produce outcomes that integrate the needs of nature, people and the economy. Recent work has included working alongside the Peak District National Park to prepare a Local Nature Recovery Strategy (LNRS) for Cheshire &amp; Warrington. This involved engaging and collaborating with a wide audience across different communities to inform the policies for nature recovery in our area, as well as the actions to deliver these priorities. The mapping of opportunity sites for nature recovery and a Statement of Biodiversity Principles is in progress. Engagement with landowners, farmers, businesses, local and national government agencies, e-NGO's, communities</p>

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			and schools has fed into the process for public consultation in 2025. <a href="#">Home - Cheshire Local Nature Partnership</a>
5.15	Work with the Distribution Network Operators (DNOs) and others to strengthen and diversify the energy network in rural areas to enable the transition to net-zero and tackle fuel poverty.	<b>CEC Place Directorate</b>	The Council is engaged with the three DNOs covering the borough of Cheshire East and seeking to take an active role in the development of the Regional Energy Strategic Planning Framework Consultation (RESP) to ensure that rural economies are able to benefit from clean energy and the associated economic benefits. The council also works to support community energy groups across the borough and acts as intermediary with the DNOs.
<b>6.</b>	<b>Visitor &amp; Cultural Economy</b>		
	<b>Key Actions</b>	<b>CEC Primary responsibilities and other contributors</b>	
6.1	Implement (September 2021) Tourism Recovery Plan including deliver with partners of the hospitality recruitment and retention programme.	<b>CEC Rural &amp; Cultural Economy,</b> Marketing Cheshire, Job Centre +/Springboard	The Tourism Recovery Plan was implemented during COVID and was completed once the new Cheshire East Visitor Economy Strategy was approved in February 2023
6.2	Visitor Economy Strategy 2023-28 includes a focus on developing a distinctive rural tourism offer supported by website and social media activity.	<b>CEC Rural &amp; Cultural Economy,</b> Marketing Cheshire	Visitor Economy Strategy was approved February 2023 and identifies 6 priorities, all of which provide a focus on developing the rural tourism offer.

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6.3	Facilitate a 'Destination Cheshire' network support for the delivery of visitor economy strategy.	<b>CEC Rural &amp; Cultural Economy,</b> Marketing Cheshire, other partners	'Destination Cheshire' meets regularly and includes all 3 Local Authorities plus Marketing Cheshire, as well as representatives from the attraction, market towns and accommodation sectors.
6.4	Promote an annual Cheshire Day to promote the best of Cheshire as part of destination marketing.	<b>CEC Rural &amp; Cultural Economy,</b> Marketing Cheshire	Cheshire Day is 30 <sup>th</sup> March and is a strong fixture in the Cheshire calendar, utilized to promote Cheshire as a place to live, visit, work and study.
6.5	Promotion of Sandstone and Gritstone trails and opportunities to improve visitor infrastructure	<b>CEC Rural &amp; Cultural Economy,</b> CWaC	Promoted as part of visitcheshire.com along with on site signage.
6.6	Promotion and support for rural attractions and events that generate tourism, economic and cultural benefits to Cheshire East	<b>CEC Rural &amp; Cultural Economy,</b> Marketing Cheshire	Rural attractions and events are actively promoted through various channels including visitcheshire, blogs, PR Agency working with national media plus various social media channels.
6.7	Support and promote through the Cultural Framework activity and organisations that address CEC priorities and benefit the rural area:	<b>CEC Rural &amp; Cultural Economy</b>	Wild Rumpus have been supported financially through the Cultural Framework. This has strengthened the organisation by providing match funding for their successful Arts Council England National Portfolio Organisation application. It has also supported delivery of large-scale rural events including Just So Festival and Yuletide at Tatton Park; Development of a Green Events Network; artist and creative community development.
6.8	Manage Tatton Park as one of the region's foremost tourism, cultural and heritage assets	<b>CEC Rural &amp; Cultural Economy</b>	The joint vision of the Council and the National Trust is to 'conserve Tatton Park for the enjoyment of present and future generations'. The Tatton Park Business Plan 2024 –



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			<p>28 helps to realise this vision by providing a framework to develop and maintain the necessary income to achieve the plan objectives. Tatton's financial sustainability and operational model is currently being reviewed as part of the council's Transformation Programme.</p> <p>Tatton continues to be a significant heritage attraction, being one of the top paid for attractions in England and the winner of many plaudits and awards including Visit Britain's Large Visitor Attraction of the Year, Sandford awards for excellence in heritage education, and annual Green Flag/Green Heritage site awards. Tatton is a major contributor to the borough's tourism and visitor economy, being a key attractor and creating economic benefit through its supply chain and events, as well as its contribution to 'Quality of Place' that supports inward investment and business location.</p> <p>Tatton continues to build upon its cultural assets, incorporating them into the formal and informal education offer and working with the Councils Cultural Economy team and external partners such as the Art Fund and Arts Council England to leverage grant funding for cultural exhibitions and events.</p>
6.9	Continue delivery of Rural Touring Network to support cultural priorities as part of Cultural framework.	<b>CEC Rural &amp; Cultural Economy, CWaC</b>	Delivery of Cheshire Rural Touring Network has continued, although reduced funding levels from ACE have led to reduced activity in this period. Advocacy and relationship development with ACE continues with a view to increasing funding levels during the next ACE funding period.
6.10	Liaison and collaborative working with Peak district to identify tourism and other opportunities of joint interest	<b>CEC Rural &amp; Cultural Economy, PDNP</b>	The council continues to contribute as a Responsible Partner and Key Delivery Partner on relevant elements of the Peak District National Park Management Plan delivery group.

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6.11	Put in place up-to-date planning policy to maintain and enhance the visitor economy in the rural area through the Site Allocations and Development Policies Document	<b>CEC Strategic Planning</b>	SADPD adopted December 2022 and includes policies on rural development and tourism.
<b>7.</b>	<b>Rural based businesses</b>		
	<b>Key Actions</b>	<b>CEC Primary responsibilities and other contributors</b>	
7.1	Seek to maintain and grow the diverse economy in rural areas, including key sectors, working with businesses and others e.g. Rural Strategy Group	<b>CEC Growth &amp; Enterprise, CWaC, LEP, RSG</b>	<p>The Rural England Shared Prosperity (REPF) grant funding programme has been delivered from April 2023 through to end of March 2025. This fund was specifically for areas identified as being rural under DEFRA guidance. In line with REPF intervention priorities, two types of businesses were targeted for support: micro and small enterprises; and visitor economy businesses. Two capital grant schemes were delivered:</p> <ul style="list-style-type: none"> <li>Cheshire East Visitor Economy Grant supported 16 businesses totalling £144,802 grant awarded</li> <li>Rural Business Capital Grant Scheme supported 33 businesses totalling £270,197 grant awarded</li> </ul> <p>The Rural Strategy Group is an advisory body, providing guidance and support to Cheshire East, Cheshire West and Chester and Warrington Councils in developing and implementing strategies and action plans to support the long-term physical, social and sustainable economic development of the rural area. With recent devolution opportunities the importance of the work of this group to contribute towards a sustainable and inclusive economic strategy has given more focus to plans in place for 2025.</p>

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			<p>The group's Terms of Reference were renewed in 2024 and the following priority areas agreed:</p> <ul style="list-style-type: none"> <li>• Maintain and grow the diverse economy in rural areas including a focus on sustainability, decarbonisation, natural capital and quality of place.</li> <li>• Ensure skills provision meets the needs of rural employers and access for individuals to local opportunities.</li> <li>• Ensure that digital and physical connectivity is improved across the rural area, including mobile, broadband, transport and access to services.</li> </ul>
7.2	Seek to maximise government support and finance available.	<b>CEC Growth &amp; Enterprise, Rural &amp; Cultural Economy/LEP</b>	<p>The Council are members of the Rural Services Network, a special interest group of the LGA. They campaign on behalf of local authorities for fairer funding for public services in rural areas, share best practice and rural expertise and advocate on the Council's behalf to ensure the rural voice is raised up the agenda with parliamentarians and decision makers.</p> <p>The Environment Act 2021 introduced a requirement for local authorities to be responsible for creating Local Nature Recovery Strategies (LNRS) to help reverse biodiversity decline and improve environmental outcomes. The Council is working with Warrington and Cheshire West &amp; Chester Councils on developing Cheshire's LNRS which has already engaged the Local Nature Partnership, landowners, community groups, third parties and the wider public.</p> <p>Priorities will have implications for the rural economy and communities e.g. the development of a Future Farming group to test and promote good practice, focusing on how farming business can be improved through nature-based solutions such as species rich headlands improving</p>

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			<p>adjacent field yields. Public consultation on the draft LNRS will take place during Spring 2025.</p> <p>The Council are represented on the steering group of a sub-regional Local Nature Partnership with the aim to seek improvement in the local natural environment. The partnership includes CEC, Natural England, Environment Agency, National Trust, Cheshire Wildlife Trust, Mersey Rivers Trust, Mersey Forest, United Utilities &amp; Tatton Estates. One of the projects being progressed by this partnership is 'Cheshire Living Landscapes' which is focused on a landscape/catchment scale approach to collaborative working and stimulating investment in the environment. It will enable the partnership to bid for DEFRA funding for round 3 of their Landscape Recovery Scheme, one of DEFRA's Environmental Land Management (ELM) programmes.</p>
7.3	<p>Manage the Shared Prosperity Fund:</p> <ul style="list-style-type: none"> <li>• Supporting local business</li> <li>• People &amp; Skills</li> </ul>	<b>CEC Growth &amp; Enterprise</b>	<p>The Rural England Shared Prosperity grant funding programme has been delivered from April 2023. This fund was specifically for areas identified as being rural under DEFRA guidance. In line with REPF intervention priorities, the rural projects include a variety of initiatives including:</p> <ul style="list-style-type: none"> <li>• Capital grants for investment and support for digital infrastructure for 18 rural community organisations through the Improved Greener Community Facilities Fund.</li> <li>• Capital grants for access improvements in 4 rural cultural, historic and heritage organisations through the Rural Cultural and Heritage Infrastructure Grant scheme.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Capital grants for investment in capacity building and infrastructure support for 33 rural local civic society and community groups through the Improved Greener Community Facilities Fund.</li> <li>• Capital grants for investment in the development and promotion of 16 rural visitor economy businesses through the Cheshire East Visitor Economy Grant scheme.</li> <li>• Capital grants for investment in 33 micro and small rural business enterprises through the Rural Business Capital Grant Scheme.</li> </ul>
7.4	Deliver a positive planning policy framework to support a prosperous rural economy including sustainable rural tourism to be reinforced through the Site Allocations and Development Policies Document	<b>CEC Strategic Planning</b>	Adopted December 2022

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OPEN

## **Economy and Growth Committee**

**11 March 2025**

### **Service Budgets 2025/26**

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**Report of: Adele Taylor, Interim Executive Director of Resources  
(s151 Officer)**

**Report Reference No: EG/13/24-25**

**Ward(s) Affected: All Wards**

### **Purpose of Report**

- 1 This report sets out the allocation of the approved budgets for 2025/26 to the Economy and Growth Committee.
- 2 The report contributes to the commitment of being an effective and enabling Council.

### **Executive Summary**

- 3 The Medium-Term Financial Strategy (MTFS) for Cheshire East Council for the four years 2025/26 to 2028/29 was approved by full Council on 26 February 2025.
- 4 Service committees are being allocated budgets for 2025/26 in line with the approved MTFS. The financial reporting cycle will provide regular updates on progress on delivery of the budget change items, the forecast outturn position, progress on capital schemes, movement on reserves and details of any supplementary estimates and virements.
- 5 The financial reporting timetable for 2025/26 was approved by Finance Sub-Committee on 10 March 2025 and is included at Annex B.
- 6 Following on from the implementation in 2024/25, in addition to the usual comprehensive reporting at First, Second and Third Financial Reviews (September, November and January cycles) and in recognition of the Council's continuing challenging financial position and the importance of achieving a balanced outturn, service committee

meetings during 2025/26 will continue to receive an update report on the delivery of the approved budget change items. This will be based on the Section 2 items shown in Annex A, for each respective committee, and will include RAG-rating and accompanying commentary in respect of each item.

#### RECOMMENDATIONS

The Economy and Growth Committee is recommended:

1. To note the decision of the Finance Sub-Committee to allocate the approved revenue and capital budgets, related budget changes items and earmarked reserves to the Economy and Growth Committee, as set out in Annex A.
2. To note the financial reporting timetable for 2025/26 set out in Annex B as approved at Finance Sub-Committee on 10 March 2025.

#### Background

- 7 All councils are legally required to set a balanced budget each year. The MTFS for 2025-29 was approved by full Council on 26 February 2025.
- 8 The MTFS includes a Report from the Chief Finance Officer in line with the Section 25(1) of the Local Government Finance Act 2003. This report confirms that the MTFS is balanced for 2025/26 with the use of Exceptional Financial Support. The report also highlights the factors taken into account in arriving at this judgement including relevant financial issues and risks facing the Council during the medium term.
- 9 Finance Procedure Rules set limits and responsibilities for movement of funds, treating reserves as part of this overall balanced position. Any movement within this balanced position is treated as a virement. To increase the overall size of the MTFS requires a supplementary estimate, which must be backed with appropriate new funding and approved in-line with the Finance Procedure Rules.
- 10 To support accountability and financial control under the committee system the 2025/26 budget is being reported across the service committees based on their associated functions. This report sets out the allocation of the revenue and capital budgets and earmarked reserves to the relevant service committee in accordance with their functions.



- 11 Each committee function has been associated with a Director budget. Budget holders are responsible for budget management. Where a team supports multiple Directorates (most notably in Corporate Services) the budget remains with the Service Director and is not split; for example, Governance and Democratic Services budgets are aligned to the Corporate Policy Committee even though the activities of the team relate to services provided to all Directorates of the Council.
- 12 The financial alignment of budgets to each Committee is set out in Table 1 with further details in Annex A.

Table 1: Revenue and capital budgets allocated to service committees as per the approved MTFS	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
	Expenditure £000	Income £000	Net Budget £000	£000	£000
Adults and Health	252,154	-92,705	159,449	389	159,838
Children and Families	107,383	-10,095	97,288	37,723	135,011
Corporate Policy	108,802	-66,014	42,788	12,745	55,533
Corporate Policy – Council Wide Transformation	-12,702	-750	-13,452		-13,452
Economy and Growth	38,144	-9,703	28,441	36,081	64,522
Environment and Communities	68,964	-23,263	45,701	19,357	65,058
Highways and Transport	28,370	-11,469	16,901	66,782	83,683
Finance Sub – Central	54,012	-3,492	50,520		50,520
<b>Total Cost of Service</b>	<b>645,127</b>	<b>-217,491</b>	<b>427,636</b>	<b>173,077</b>	<b>600,713</b>
<b>Total Funding</b>		<b>-402,375</b>	<b>-402,375</b>		
Exceptional Financial Support	-25,261		-25,261		
<b>Net Position</b>	<b>619,866</b>	<b>-619,866</b>	<b>-</b>		

- 13 The MTFS 2025-29 includes a net revenue budget of £402.4m and an approved capital programme of £173.0m for the financial year 2025/26. Further details on the schemes within the capital programme are provided in Annex A.
- 14 Annex A sets out the list of budget change items that were approved as part of the MTFS. All budget changes must be successfully delivered during 2025/26 to avoid a further overspend in the coming financial

year. Detailed monitoring of these items will continue at every reporting opportunity and the Council's reporting 'masterplan' and committee work programmes will reflect reporting on the monitoring and delivery of all MTFS change items, including matters requiring consultation and/ or decisions. This will ensure regular reporting to Corporate Leadership Team and all service committees on implementation of the MTFS and achievement of savings, throughout the coming year. In addition to reporting at the formal 'financial review' points in the year, other progress reports will be scheduled for reporting to particular service committees, on their items as appropriate.

- 15 Annex A sets out the capital programme tables by committee. The four-year capital programme includes investment plans of around £0.6bn. It is proposed that it will be funded through a mixture of Government grants, contributions from other external partners and Council resources. During 2024/25 all schemes requiring borrowing as part of their funding have been subject to review with a view to reducing their impact on the revenue budget and this has mainly been achieved through reprofiling and some budget reductions. There remains a significant amount of borrowing required to fund the programme in 2025/26 and the Capital Programme Board will provide review of and challenge to projects with a view to reducing the revenue cost impact.
- 16 The 2025/26 budget was approved at full Council in February 2025 including the use of up to £25.3m of Exceptional Financial Support to balance the overall budget, as expenditure outweighed the income forecast. Further information on this can be found in the MTFS, Appendix A, Section 2.

### **Transformational savings**

- 17 During 2024/25, in developing this MTFS, the Council has worked with an external partner, Inner Circle, to develop a Transformation Plan. The Transformation Plan is designed to ensure that Council can deliver sustainable services and support infrastructure projects that reflect 'whole life' costs. The production and implementation of a Transformation Plan to deliver key Council objectives and secure the medium-term financial position is also a pre-condition of MHCLG approving the Council's bid for Exceptional Financial Support.
- 18 The Transformation Plan will support the delivery of approved/proposed savings, cost avoidance, cost mitigation and identify new savings for the coming years. There are six programmes within the plan agreed in 2024/25, each containing a range of projects and other initiatives across:
  - Workforce

- Social Care
- Place
- Early Intervention and Prevention
- Digital
- Special Projects

The approved Transformation Plan can be accessed here:

<https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s119437/Transformation%20Plan%20V1%20Final%20CPC%20003.pdf>

- 19 The revenue and capital implications for growth, investment and savings associated with the above initiatives have been reflected in the MTFS 2025-29. For the financial year 2025/26, there are 19 Transformation projects which are also MTFS approved budget changes; in total these will deliver net budget savings of £24.4m for 2025/26. Within this total budget saving, there are £13.452m of Council wide cross cutting savings which are held centrally; work is continuing to refine how these savings will be delivered in detail and these savings will be allocated to service committee budgets as soon as possible.
- 20 Progress on the delivery of Transformation projects and their associated budget savings will be reported on a monthly basis to the Council's Transformation Board. In addition, all Transformation savings will form an integral part of the Council's existing comprehensive financial reporting process which is set out in paragraph 13.
- 21 The headline reserves table, as included in the MTFS, is shown below:

	Opening Balance 2024/25 £m	Forecast Closing Balance 2024/25 £m	Forecast Closing Balance 2025/26 £m	Change from closing 2024/25 £m
<b>General Reserves</b>	5,580	3,696	5,000	1,304
<b>Earmarked Reserves**</b>	32,277	11,539	9,386	-2,153
<b>Total Revenue Reserves</b>	<b>37,857</b>	<b>15,235</b>	<b>14,386</b>	<b>-849</b>

\* Closing and Opening balances are dependent on outturn at 31 March 2025.

\*\* All remaining Earmarked reserves, excluding those held for ring-fenced purposes or forecast for use in 2025/26, are being transferred into the General Fund reserve during 2024/25 to support the forecast deficit position.

- 22 The detail behind the earmarked reserve balances included in the table above, for the Economy and Growth Committee, is set out in Annex A.
- 23 Further background information on the reserves balances is available in the Reserves Strategy and the S.25 statement which was approved as

part of the MTFS for 2025/26 at the Council meeting on 26 February (MTFS - Appendix A, Annex 8 (Reserves Strategy) and Page 42 (S.25 statement)).

- 24 The table below summarises the estimated four-year position, as included in the MTFS. Early work on business planning for 2026/27 and future years will continue, as part of the Transformation Programme.

	Approved Net Budget 2025/26 £m	Estimated Net Budget 2026/27 £m	Estimated Net Budget 2027/28 £m	Estimated Net Budget 2028/29 £m
<b>Total Service Expenditure</b>	<b>377.1</b>	<b>362.6</b>	<b>356.3</b>	<b>366.1</b>
<b>Central Budgets:</b>				
Capital Financing	35.0	38.8	41.9	43.2
Income from Capital Receipts	-1.0	-1.0	-1.0	-1.0
Bad Debt Provision (change)	-0.1	-0.1	-0.1	-0.1
Contingency Budget	16.0	30.9	42.8	55.7
Risk Budget	0.0	3.8	2.0	0.8
Pension adjustment	-0.7	-0.7	-0.7	-0.7
Use of Reserves	1.3	5.0	8.9	8.9
<b>Total Central Budgets</b>	<b>50.5</b>	<b>76.6</b>	<b>93.7</b>	<b>106.9</b>
<b>TOTAL: SERVICE + CENTRAL</b>	<b>427.6</b>	<b>439.3</b>	<b>450.0</b>	<b>473.0</b>
<b>Funded by:</b>				
Council Tax	-307.3	-325.6	-345.0	-365.5
Business Rates Retention	-57.1	-57.1	-57.1	-57.1
Revenue Support Grant	-0.8	-0.8	-0.8	-0.8
Specific Unringfenced Grants	-37.1	-34.1	-34.1	-34.1
<b>TOTAL: FUNDED BY</b>	<b>-402.4</b>	<b>-417.7</b>	<b>-437.0</b>	<b>-457.6</b>
<b>Exceptional Financial Support - Capitalisation Direction</b>	<b>-25.3</b>			
<b>FUNDING POSITION</b>	<b>0.0</b>	<b>21.6</b>	<b>13.0</b>	<b>15.4</b>

Note – table may not add across/down due to roundings

## Consultation and Engagement

- 25 The annual business planning process involves engagement with local people and organisations. Local authorities have a statutory duty to consult on their budget with certain stakeholder groups including the Schools Forum and businesses. In addition, the Council chooses to consult with other stakeholder groups. The Council continues to carry out stakeholder analysis to identify the different groups involved in the budget setting process, what information they need from us, the

information we currently provide these groups with, and where we can improve our engagement process.

- 26 The Medium-Term Financial Strategy has been developed during 2024 and an online budget engagement survey was published on 19 December 2024.

### **Reasons for Recommendations**

- 27 In accordance with the Cheshire East Plan and the Policy Framework the Finance Sub-Committee has the responsibility to co-ordinate the management and oversight of the Council's finances, performance and risk management arrangements.
- 28 The Sub-Committee is responsible for allocating budgets across the service committees. This responsibility includes the allocation of revenue and capital budgets as well as relevant earmarked reserves.
- 29 The Sub-Committee has responsibilities within the Constitution to approve, or recommend for approval, virement and supplementary estimates that will amend the MTFS. Such requests are brought to the Committee as they arise.

### **Other Options Considered**

- 30 Not applicable.

### **Implications and Comments**

#### *Monitoring Officer/Legal*

- 31 The legal implications surrounding the process of setting the 2025 to 2029 Medium-Term Financial Strategy were dealt with in the reports relating to that process.

#### *Section 151 Officer/Finance*

- 32 Contained within the main body of the report.

#### *Policy*

- 33 The Cheshire East Plan sets the policy context for the MTFS and the two documents are aligned. Any policy implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

<b>Commitment 3: An effective and enabling council</b>
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### *Equality, Diversity and Inclusion*

- 34 Under the Equality Act 2010, decision makers must show ‘due regard’ to the need to:
- Eliminate unlawful discrimination, harassment and victimisation;
  - Advance equality of opportunity between those who share a protected characteristic and those who do not share it; and
  - Foster good relations between those groups.
- 35 The protected characteristics are age, disability, sex, race, religion and belief, sexual orientation, gender re-assignment, pregnancy and maternity, and marriage and civil partnership.
- 36 Having “due regard” is a legal term which requires the Council to consider what is proportionate and relevant in terms of the decisions they take.
- 37 The Council needs to ensure that in taking decisions on the Medium-Term Financial Strategy and the Budget that the impacts on those with protected characteristics are considered. The Council undertakes equality impact assessments where necessary and continues to do so as proposals and projects develop across the lifetime of the Corporate Plan. The process assists us to consider what actions could mitigate any adverse impacts identified. Completed equality impact assessments form part of any detailed Business Cases.
- 38 Positive impacts include significant investment in services for children and adults (protected characteristics primarily age and disability).
- 39 The Cheshire East Plan’s vision reinforces the Council’s commitment to meeting its equalities duties, promoting fairness and working openly for everyone. Cheshire East is a diverse place and we want to make sure that people are able to live, work and enjoy Cheshire East regardless of their background, needs or characteristics.

### *Human Resources*

- 40 Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

### *Risk Management*

- 41 Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2025/26 budget and the level of general reserves

were factored into the 2025/26 financial scenario, budget and reserves strategy.

### *Rural Communities*

42 The report provides details of service provision across the borough.

### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

43 The report provides details of service provision across the borough.

### *Public Health*

44 Public health implications that arise from activities that this report deals with will be dealt with as separate reports to Members or Officer Decision Records as required.

### *Climate Change*

45 Any climate change implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

<b>Access to Information</b>	
Contact Officer:	<p>Adele Taylor</p> <p>Interim Executive Director of Resources Services (Section 151 Officer)</p> <p><a href="mailto:adele.taylor@cheshireeast.gov.uk">adele.taylor@cheshireeast.gov.uk</a></p>
Appendices:	<p><b>Annex A</b> - Allocation of revenue and capital budgets, budget change items and earmarked reserves to service committees</p> <p><b>Annex B</b> – Draft Financial Reporting Timetable 2025/26</p>
Background Papers:	<p>The following are links to key background documents:</p> <p><a href="#">Medium-Term Financial Strategy 2025-2029</a></p>

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# Service Budgets 2025/26

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# Section 1: Allocation of Revenue and Capital Budgets 2025/26

Cheshire East Council - Summary	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
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Exceptional Financial Support	-25,261		-25,261		
<b>Net Position</b>	<b>619,866</b>	<b>-619,866</b>	<b>-</b>		

Adults and Health	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Directorate	515	-8,379	-7,864		-7,864
Adult Social Care Operations	214,610	-47,056	167,554	389	167,943
Commissioning	17,407	-17,648	-241		-241
Public Health	19,622	-19,622	-		-
<b>Total Cost of Service</b>	<b>252,154</b>	<b>-92,705</b>	<b>159,449</b>	<b>389</b>	<b>159,838</b>

Children and Families	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Directorate	6,391	-1,125	5,266		5,266
Family Help and Children's Social Care	61,865	-1,448	60,417	3,061	63,478
Education, Strong Start and Integration	36,365	-7,491	28,874	34,662	63,536
Commissioning, QA and Partnerships	2,762	-31	2,731		2,731
<b>Total Cost of Service</b>	<b>107,383</b>	<b>-10,095</b>	<b>97,288</b>	<b>37,723</b>	<b>135,011</b>

Corporate Policy	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Resources (Finance)	58,887	-47,831	11,056	1,021	12,077
Governance and Compliance Services	15,499	-4,155	11,344		11,344
Resources (People)	6,022	-461	5,561		5,561
Resources (Digital)	24,414	-12,719	11,695	11,724	23,419
Assistant Chief Executive	3,980	-848	3,132		3,132
<b>Total Cost of Service</b>	<b>108,802</b>	<b>-66,014</b>	<b>42,788</b>	<b>12,745</b>	<b>55,533</b>

Corporate Policy – Council Wide Transformation	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Transformation Programme - Council Wide	-12,702	-750	-13,452		-13,452
<b>Total Cost of Service</b>	<b>-12,702</b>	<b>-750</b>	<b>-13,452</b>		<b>-13,452</b>

Economy and Growth	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Directorate	303		303		303
Assets	3,078	-2,587	491	2,250	2,741
Growth and Enterprise Management	147		147		147
Facilities Management	17,702	-270	17,432	5,927	23,359
Farms	437	-785	-348		-348
Economic Development	1,985	-551	1,434	12,854	14,288
Housing	3,996	-414	3,582	6,893	10,475
Rural and Cultural Management	165		165	8,157	8,322
Tatton Park	5,653	-4,445	1,208		1,208
Green Infrastructure	2,124	-302	1,822		1,822
Cultural Economy	1,113		1,113		1,113
Visitor Economy	558	-349	209		209
Pay Inflation	883		883		883
<b>Total Cost of Service</b>	<b>38,144</b>	<b>-9,703</b>	<b>28,441</b>	<b>36,081</b>	<b>64,522</b>

Environment and Communities	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Director of Environmental and Neighbourhood Services	143		143		143
Development Management	4,471	-2,767	1,704		1,704
Building Control	1,222	-918	304		304
Local Land Charges and Planning Support	748	-407	341		341
Strategic Planning	1,436		1,436		1,436
Neighbourhood Planning	283	-220	63		63
Environmental – Commissioning ANSA*	45,037	-1,745	43,292	14,217	57,509
Environmental – Commissioning Orbitas*	2,094	-2,927	-833	600	-233
Environmental – Management Services	2,207	-12,290	-10,083	3,540	-6,543
Regulatory Services	4,050	-1,228	2,822		2,822
Libraries	3,329	-297	3,032		3,032
Leisure Commissioning	948	-420	528	1,000	1,528
Emergency Planning	237	-61	176		176
Head of Neighbourhood Services & ASB/CEO	648	17	665		665
Pay Inflation	2,111		2,111		2,111
<b>Total Cost of Service</b>	<b>68,964</b>	<b>-23,263</b>	<b>45,701</b>	<b>19,357</b>	<b>65,058</b>

\*The companies are coming back in house in 2025/26 therefore commissioning budgets will be realigned to the correct service area

Highways and Transport	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Car Parking	2,266	-7,446	-5,180	83	-5,097
Strategic Transport	8,700	-503	8,197	2,964	11,161
ANSA Transport Commissioning (Management Fee)*	1,235		1,235		1,235
Highways	14,625	-2,820	11,805	30,971	42,776
Integrated Rail and Transport (formerly HS2)	450		450		450
Highways and Infrastructure Director	145		145		145
Infrastructure	776	-700	76	32,764	32,840
Pay Inflation	173		173		173
<b>Total Cost of Service</b>	<b>28,370</b>	<b>-11,469</b>	<b>16,901</b>	<b>66,782</b>	<b>83,683</b>

\*The companies are coming back in house in 2025/26 therefore commissioning budgets will be realigned to the correct service area

Finance Sub – Central Budgets	Revenue Budget			Capital Budget	Total Revenue and Capital Budget
Service Area	Expenditure £000	Income £000	Net Budget £000	£000	£000
Capital Financing	37,531	-2,492	35,039		35,039
Income from use of Capital Receipts		-1,000	-1,000		-1,000
Pension Cost adjustment	-727		-727		-727
Contingency Budget	15,953		15,953		15,953
Transfer to/(from) Reserves	1,304		1,304		1,304
Bad Debt Provision adjustment	-50		-50		-50
Other Income/Expenditure	1		1		1
<b>Total Cost of Service</b>	<b>54,012</b>	<b>-3,492</b>	<b>50,520</b>		<b>50,520</b>

## Section 2: Approved Budget Change Items 2025/26

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Adults and Health</b>	<b>+21.494</b>	<b>-2.204</b>	<b>+1.516</b>	<b>+1.480</b>
1	Client Contributions	-5.182	-0.879	-1.654	-1.706
2	Revenue Grants for Adult Social Care	-0.220			
3	Pensions Cost Adjustment	-0.517	-1.019	-0.171	-0.184
4	Demand in Adult Social Care	+5.000	+5.000	+5.000	+5.000
5	Pay Inflation	+2.251	+1.142	+1.171	+1.200
6	Funding the staffing establishment	+3.800			
7	Fully Funding current care demand levels 2024/25	+24.500			
8	Remodel extra care housing catering service	-0.270			
9T	Prevent, Reduce, Enable - Older People	-1.500	-2.830	-2.830	-2.830
10T	Learning Disability service transformation	-2.500	-2.500		
11T	Commissioning and brokerage transformation	-0.500	-0.250		
12T	Preparing for Adulthood	-0.868	-0.868		
13T	Health and Social Care Partnership Case Review	-2.500			



MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Childrens and Families</b>	<b>+8.659</b>	<b>-0.064</b>	<b>-0.201</b>	<b>-0.258</b>
14	Pension costs adjustment	-0.537	-0.923	-0.155	-0.167
15	Growth to deliver statutory Youth Justice service, and meet Safeguarding Partnership duties	+0.203	+0.167	+0.031	+0.034
16	Growth in School, SEND and Social Care Transport budget	+1.501	+1.548	+0.476	
17	Pay Inflation	+2.624	+1.096	+1.124	+1.152
18	Fully Funding current care demand levels 2024/25	+3.295			
19	Court Progression Improvement	+0.023			
20	Growth for annual contribution to the Regional Adoption Agency	+0.213	+0.048	+0.048	+0.048
21	Growth for Unaccompanied Asylum Seeking Children due to emerging pressures	+0.500			
22	Reversal of a one year policy change for traded services	+0.120			
23	Schools Improvement	+0.175			
24	Funding the staffing establishment	+2.739		-1.000	-0.600
25	Safe Walking Routes to School	-0.250			
26T	New accommodation with support offer for 16-25 young people	-1.100	-0.700		
27T	Birth to Thrive	-0.500			
28T	Right Child, Right Home	-1.320	-1.300	-0.725	-0.725
29	Extended Rights to Free Transport	+0.388			
30	Children's Social Care Prevention Grant – Expenditure	+0.905			
31	Children's Social Care Prevention Grant – Grant Income	-0.905			
32	Foster4	+0.114			
33	Foster Carers uplift of National Minimum Allowance (NMA)	+0.471			

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Corporate Policy</b>	<b>+1.078</b>	<b>+4.396</b>	<b>+1.890</b>	<b>+1.485</b>
34	Enforce prompt debt recovery and increase charges for costs	-0.077			
35	Pension costs adjustment	-0.396	-0.685	-0.115	-0.124
36	Pay Inflation	+1.494	+1.531	+1.570	+1.609
37	Shared Services Review - Move to Hybrid Model for ICT	-0.733			
38	The achievement of additional Registration Service income, over and above that which is currently identified as required	-0.350			
39	Recognising the annual receipt of £45k of Police and Crime Panel grant income	-0.045			
40	Remove unspent element of phones budgets in corporate services	-0.060			
41T	Digital Acceleration Revenue Growth		+1.150		
42T	Digital Blueprint Revenue Growth		+2.400	+0.435	
43	Transactional Shared Services stabilisation plan	+0.270			
44	Additional cost of External Audit Fees	+0.265			
45	Reduce Members Allowances budget	-0.100			
46	Additional Cost of Bank Charges from 2025/26	+0.120			
47	Reverse reduction in leadership and management costs as posts are being retained	+0.540			
48	Reinstatement of a one-off saving of £150,000 from election budgets for 2024/25	+0.150			
	<b>Council Wide Transformation</b>	<b>-13.452</b>	<b>-20.730</b>	<b>-11.030</b>	<b>-</b>
49T	Digital Customer Enablement Invest to Save	-0.750	-0.750	-0.700	
50T	Digital Acceleration Invest to Save	-0.600	-6.250	-5.250	
51T	Digital Blueprint - Invest to Save	-4.000	-6.000	-4.500	
52T	Target Operating Model (TOM)	-3.000	-7.000		
53T	Agency Staffing	-0.352			
54T	Workforce Productivity	-1.000			
55T	Fees and Charges	-0.750	-0.040	-0.040	
56T	Third Party Spend	-3.000	-0.690	-0.540	

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Economy and Growth</b>	<b>+0.534</b>	<b>+0.695</b>	<b>+0.432</b>	<b>+0.328</b>
57	Office estate rationalisation	-0.150			
58	Pension Costs Adjustment	-0.164	-0.313	-0.053	-0.057
59	Tatton Park ticketing and EPOS upgrade	+0.001	+0.001	+0.001	+0.001
60	CEC Archives	+0.014	+0.093	+0.004	
61	Rural and Visitor Economy Electricity costs	-0.021			
62	Minimum energy efficiency standards (MEES) - Estates - Revenue Adjustment	+0.023		-0.055	-0.047
63	Pay Inflation	+1.064	+0.429	+0.440	+0.450
64	Maintenance and operation of new assets in Crewe town centre	+0.205	+0.279	+0.118	+0.006
65	Land Fill Site Assessments Revenue Adjustment - Estates – Review and Risk Assessment of Council owned Landfill sites (53 sites) Review and Risk Assessment completions	+0.010			
66	Tatton Park Estate Dwellings Refurbishment	+0.015			
67	Improving Crewe Rented Housing Standards	+0.188	-0.188		
68	Maximise potential of Countryside Access Management System	+0.020	-0.018		
69	Assets - building and operational – Energy	-0.860			
70	Assets - building and operational – Maintenance	+0.465	+0.533		
71	Tatton Park - Increase Fees and Charges	-0.126	-0.021	-0.023	-0.025
72T	Corporate Landlord Model Refresh	-0.050			
73T	Asset Strategy Refresh	-0.100	-0.100		

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Environment and Communities</b>	<b>-2.741</b>	<b>+3.269</b>	<b>+0.982</b>	<b>+6.792</b>
74	Strategic Leisure Review (Stage 2)	+0.403	-0.203	-0.166	
75	Libraries Strategy - Stage 1	-0.100			
76	Reduce revenue impact of carbon reduction capital schemes	+0.171			
77	Pay Inflation	+2.270	+1.380	+1.409	+1.436
78	Pension Costs Adjustment	-0.159	-0.315	-0.053	-0.057
79	Explore a Trust delivery model for Libraries and other services	-0.150			
80	Land Charge Income Adjustment	+0.147			
81	Local Plan Review	+0.315	-0.090	+0.005	-0.005
82	Review of CCTV service - service efficiencies and income generation from existing services	-0.040			
83	Environmental Services Growth 2025/26 onwards	+3.041	+1.882	+0.690	+0.710
84	Environmental Services Savings 2025/26 onwards	-2.366	-2.580	-1.181	-0.549
85	Environmental Services Growth - Pensions	+0.727	-0.395	-0.066	-0.071
86	Environmental Services – expected income from Extended Producer Responsibility for packaging	-7.000	+3.590	+0.344	+5.328

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Highways and Transport</b>	<b>+1.061</b>	<b>+0.152</b>	<b>+0.068</b>	<b>+0.030</b>
87	Increase parking charges	-0.450	-0.186	-0.191	-0.197
88	Safe Haven outside schools (Parking)	+0.010			
89	Parking PDA / Back Office System contract - fall out of one off set up cost	-0.030			
90	Parking - Part-year effect of strategy changes	-0.720			
91	Parking - Staff and member parking	-0.250			
92	Transport and Infrastructure Strategy Team – Restructure		-0.150		
93	Local Bus	+1.545			
94	FlexiLink Service Improvement Plan - invest to save	+0.592	+0.294	-0.003	-0.135
95T	Advertising Income. Initial project scoping work being undertaken to understand scale/complexity and resourcing needs	-0.025	-0.075	-0.050	
96	Pension Costs Adjustment	-0.055	-0.108	-0.018	-0.020
97	Pay Inflation	+0.228	+0.111	+0.114	+0.117
98	Flood and Water Management Act 2010 SuDS and SABs Schedule 3 Implementation		+0.050	+0.050	+0.100
99	Highways: Revenue Service	+0.216	+0.216	+0.216	+0.216
100	Highways: Depots			-0.050	-0.051

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
	<b>Finance Sub (central budgets)</b>	<b>+35.294</b>	<b>+26.123</b>	<b>+17.082</b>	<b>+13.104</b>
101	Capital Financing - Minimum Revenue Provision	+3.387	+3.719	+3.102	+1.388
102	Creation of Contingency Budget	+15.953	+14.908	+11.922	+12.926
103	Risk of unachievable budget savings or growth demands exceeding estimates		+3.800	-1.840	-1.210
104	Pension adjustment – linked to E&C growth item	-0.727			
105	Use of Earmarked Reserves (reversal of 2024/25 one off use of central EMRs)	+3.723			
106	Top up of Earmarked Reserves			+3.898	
107	Use of General Reserves (reversal of one off use in 2024/25)	+11.654			
108	Top up General Reserves	+1.304	+3.696		
	<b>Finance Sub (funding budgets)</b>	<b>-26.666</b>	<b>-15.285</b>	<b>-19.391</b>	<b>-20.515</b>
109	Council Tax increase % growth	-14.326	-15.290	-16.204	-17.214
110	Council Tax increase base growth	-5.852	-3.037	-3.187	-3.301
111	Business Rates Retention	-0.495			
112	Unringfenced general grants change	-3.012	+3.042		
113	National Insurance increase contribution	-2.981			

# Section 3: Capital Programme 2025/26

Adults and Health												CAPITAL	
CAPITAL PROGRAMME 2025/26 - 2028/29													
Scheme Description		Forecast Expenditure						Forecast Funding					Total Funding
	Total Approved Budget £000	Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000	Total Forecast Budget 2025-29 £000	Government Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
Committed Schemes													
Adult Social Care													
Electronic Call Monitoring System	389	0	389	0	0	0	389	0	0	389	0	0	389
Total Adults Social Care Schemes	389	0	389	0	0	0	389	0	0	389	0	0	389

# Children and Families

# CAPITAL

CAPITAL PROGRAMME 2025/26-2028/29													
Scheme Description	Total Approved Budget £000	Forecast Expenditure						Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000	Total Forecast Budget 2025-29 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes</b>													
<b>Childrens Social Care</b>													
Children's Home Sufficiency Scheme	1,404	904	500	0	0	0	500	0	0	0	0	500	500
Crewe Youth Zone	4,826	2,420	2,406	0	0	0	2,406	1,559	0	0	0	847	2,406
Family Hubs Transformation	236	131	105	0	0	0	105	105	0	0	0	0	105
Foster Carer Capacity Scheme	534	484	50	0	0	0	50	0	0	0	0	50	50
<b>Total Children's Social Care</b>	<b>7,000</b>	<b>3,939</b>	<b>3,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,061</b>	<b>1,664</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,397</b>	<b>3,061</b>
<b>Strong Start, Family Help &amp; Integration</b>													
Childcare Capital Expansion	749	449	300	0	0	0	300	300	0	0	0	-	300
Early Years Sufficiency Capital Fund	1,036	957	79	0	0	0	79	79	0	0	0	-	79
<b>Total Strong Start, Family Help &amp; Integration</b>	<b>1,785</b>	<b>1,406</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>379</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>379</b>
<b>Education and 14-19 Skills</b>													
Adelaide Academy	903	155	748	0	0	0	748	578	0	0	0	170	748
Basic Need Grant Allocation	7,569	5,127	2,442	0	0	0	2,442	2,442	0	0	0	0	2,442
Congleton Planning Area - Primary (1)	2,209	179	2,030	0	0	0	2,030	764	1,266	0	0	0	2,030
Congleton Planning Area - Primary (3)	7,504	54	0	2,200	5,250	0	7,450	4,250	3,200	0	0	0	7,450
Devolved Formula Grant - Schools	1,533	893	330	310	0	0	640	640	0	0	0	0	640
Energy Efficiency Grant - Schools	672	672	0	0	0	0	0	0	0	0	0	0	0
Gainsborough Primary - Flooring	304	50	254	0	0	0	254	254	0	0	0	0	254
Handforth Planning Area - New School	13,002	103	400	4,000	8,499	0	12,899	126	12,773	0	0	0	12,899
Macclesfield Planning Area - Secondary New places	730	5	725	0	0	0	725	725	0	0	0	0	725
Macclesfield Planning Area - New School	4,001	1	0	0	4,000	0	4,000	0	4,000	0	0	0	4,000



## CAPITAL PROGRAMME 2025/26-2028/29

Scheme Description	Total Approved Budget £000	Forecast Expenditure						Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000	Total Forecast Budget 2025-29 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes</b>													
Mobberley Primary School	1,207	37	609	561	0	0	1,170	870	0	0	300	0	1,170
Nantwich Planning Area - Kingsbourne Primary Academy (New school)	9,061	1,233	7,328	500	0	0	7,828	5,308	2,520	0	0	0	7,828
New AP Free School	500	0	500	0	0	0	500	500	0	0	0	0	500
New Satellite school - 2	9,000	50	950	5,000	3,000	0	8,950	8,950	0	0	0	0	8,950
New SEN places - Springfields Wilmslow /Dean Row Community Centre	1,089	339	750	0	0	0	750	750	0	0	0	0	750
New SEN Free School	998	5	745	248	0	0	993	993	0	0	0	0	993
Poynton Planning Area - Vernon Primary	1,500	113	1,387	0	0	0	1,387	584	803	0	0	0	1,387
Provision of Sufficient School Places - SEND (Springfield Crewe)	7,183	6,861	322	0	0	0	322	0	0	0	0	322	322
Schools Condition Capital Grant	7,828	3,828	2,000	2,000	0	0	4,000	4,000	0	0	0	0	4,000
SEN/High Needs Capital Allocation	4,827	327	2,000	2,500	0	0	4,500	4,500	0	0	0	0	4,500
Shavington Planning Area - Basford New Primary School	8,040	256	1,000	6,784	0	0	7,784	5,449	2,335	0	0	0	7,784
Springfield Satellite Site - Middlewich	6,000	500	5,500	0	0	0	5,500	5,500	0	0	0	0	5,500
Tytherington High School	2,800	272	2,528	0	0	0	2,528	2,528	0	0	0	0	2,528
Wheelock Primary School	2,411	1,201	1,210	0	0	0	1,210	1,210	0	0	0	0	1,210
Wilmslow High School BN	14,179	13,654	525	0	0	0	525	0	477	0	0	48	525
<b>Total Education &amp; 14-19 Skills</b>	<b>115,050</b>	<b>35,915</b>	<b>34,283</b>	<b>24,103</b>	<b>20,749</b>	<b>0</b>	<b>79,135</b>	<b>50,921</b>	<b>27,374</b>	<b>0</b>	<b>300</b>	<b>540</b>	<b>79,135</b>
													0
<b>Total Committed Schemes</b>	<b>123,835</b>	<b>41,260</b>	<b>37,723</b>	<b>24,103</b>	<b>20,749</b>	<b>0</b>	<b>82,575</b>	<b>52,964</b>	<b>27,374</b>	<b>0</b>	<b>300</b>	<b>1,937</b>	<b>82,575</b>
<b>Total New Schemes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Children and Families Schemes</b>	<b>123,835</b>	<b>41,260</b>	<b>37,723</b>	<b>24,103</b>	<b>20,749</b>	<b>0</b>	<b>82,575</b>	<b>52,964</b>	<b>27,374</b>	<b>0</b>	<b>300</b>	<b>1,937</b>	<b>82,575</b>

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Total Approved Budget £000	Forecast Expenditure					Total Forecast Budget 2025-29 £000	Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000		Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes</b>													
<b>ICT Services</b>													
Accelerate Digital	1,460	760	700	0	0	0	700	0	0	0	0	700	700
Care Act Phase 2	6,314	5,234	1,080	0	0	0	1,080	0	0	0	0	1,080	1,080
ICT Device Replacement	1,912	1,412	500	0	0	0	500	0	0	0	0	500	500
IADM (Information Assurance and Data Management)	19,465	18,065	1,400	0	0	0	1,400	0	0	0	0	1,400	1,400
Infrastructure Investment Programme (IIP)	34,429	31,796	1,804	830	0	0	2,634	0	0	0	0	2,634	2,634
Vendor Management	1,006	788	218	0	0	0	218	0	0	0	0	218	218
<b>Total ICT Services Schemes</b>	<b>64,586</b>	<b>58,054</b>	<b>5,702</b>	<b>830</b>	<b>0</b>	<b>0</b>	<b>6,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,532</b>	<b>6,532</b>
<b>Finance &amp; Customer Services</b>													
Core Financials	11,317	10,362	662	293	0	0	955	0	0	0	0	955	955
Vendor Management - Phase 2	99	24	25	50	0	0	75	0	0	0	0	75	75
<b>Total Finance &amp; Customer Services Schemes</b>	<b>11,417</b>	<b>10,386</b>	<b>687</b>	<b>343</b>	<b>0</b>	<b>0</b>	<b>1,030</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,030</b>	<b>1,030</b>
<b>Total Committed Schemes</b>	<b>76,003</b>	<b>68,440</b>	<b>6,389</b>	<b>1,173</b>	<b>0</b>	<b>0</b>	<b>7,562</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,562</b>	<b>7,562</b>
<b>New Schemes</b>													
<b>Finance &amp; Customer Services</b>													
Core Business Systems	1,826	0	334	492	800	200	1,826	0	0	0	0	1,826	1,826
<b>ICT Services</b>													
Accelerate Digital – (Digital efficiencies) Capital	4,259	0	1,532	1,350	1,377	0	4,259	0	0	0	0	4,259	4,259
Digital Blueprint - Capital	6,530	0	3,490	1,663	1,377	0	6,530	0	0	0	0	6,530	6,530
ICT Device Replacement		0	1,000	250	200	400	1,850	0	0	0	0	1,850	1,850
<b>Total New Schemes</b>	<b>12,615</b>	<b>0</b>	<b>6,356</b>	<b>3,755</b>	<b>3,754</b>	<b>600</b>	<b>14,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,465</b>	<b>14,465</b>
<b>Total Corporate Policy</b>	<b>88,618</b>	<b>68,440</b>	<b>12,745</b>	<b>4,928</b>	<b>3,754</b>	<b>600</b>	<b>22,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,027</b>	<b>22,027</b>

CAPITAL PROGRAMME 2025/26 - 2028/29													
Scheme Description	Total Approved Budget £000	Forecast Expenditure					Total Forecast Budget 2025-29 £000	Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000		Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes</b>													
<b>Culture &amp; Tourism</b>													
Countryside Vehicles	1,579	790	355	217	217	0	789	0	0	0	0	789	789
Culture & Tourism S106 Schemes	509	97	385	5	5	17	412	0	412	0	0	0	412
Green Infrastructure Structures Investment	384	0	271	113	0	0	384	0	0	0	0	384	384
New Archives Premises CTC1	7,115	442	6,433	240	0	0	6,673	0	0	0	0	6,673	6,673
PROW CMM A6 MARR	103	74	29	0	0	0	29	29	0	0	0	0	29
Tatton Park Investment Phase 2	2,843	1,434	684	725	0	0	1,409	0	0	0	0	1,409	1,409
<b>Total Culture &amp; Tourism Committed Schemes</b>	<b>12,533</b>	<b>2,837</b>	<b>8,157</b>	<b>1,300</b>	<b>222</b>	<b>17</b>	<b>9,696</b>	<b>29</b>	<b>412</b>	<b>0</b>	<b>0</b>	<b>9,255</b>	<b>9,696</b>
<b>Economic Development</b>													
Crewe Towns Fund - Mill Street Corridor	4,027	3,229	798	0	0	0	798	798	0	0	0	0	798
Crewe Towns Fund - Crewe Youth Zone non-grant costs	351	188	163	0	0	0	163	163	0	0	0	0	163
Crewe Towns Fund - Repurposing Our High Streets	1,132	625	507	0	0	0	507	507	0	0	0	0	507
Crewe Town Centre Regeneration	32,293	31,293	1,000	0	0	0	1,000	0	0	0	0	1,000	1,000
Connecting Cheshire Phase 3	8,000	928	2,000	2,200	2,000	872	7,072	0	7,072	0	0	0	7,072
Connecting Cheshire 2020	9,250	6,265	0	0	0	2,985	2,985	2,985	0	0	0	0	2,985
Handforth Heat Network	13,219	680	50	450	12,039	0	12,539	1,924	7,428	0	0	3,187	12,539
History Centre Public Realm & ICV (Crewe Towns Fund) CTC1	580	210	370	0	0	0	370	370	0	0	0	0	370
Leighton Green	2,096	1,618	478	0	0	0	478	0	0	0	0	478	478
South Macclesfield Development Area	34,630	3,359	100	0	0	31,171	31,271	10,000	10,000	0	11,271	0	31,271
Macclesfield Indoor Market Refurbishment (MIMR)	2,213	1,713	500	0	0	0	500	500	0	0	0	0	500
Nantwich Town Centre Public Realm Improvements	100	0	100	0	0	0	100	0	100	0	0	0	100
North Cheshire Garden Village	57,866	12,287	6,588	17,285	21,706	0	45,579	15,044	0	0	21,700	8,835	45,579
Handforth Garden Village s106 Obligations	6,841	0	0	2,740	0	4,101	6,841	0	0	0	0	6,841	6,841
UK Shared Prosperity Fund - Core	1,150	950	200	0	0	0	200	200	0	0	0	0	200
<b>Total Economic Development Committed Schemes</b>	<b>173,748</b>	<b>63,345</b>	<b>12,854</b>	<b>22,675</b>	<b>35,745</b>	<b>39,129</b>	<b>110,403</b>	<b>32,491</b>	<b>24,600</b>	<b>0</b>	<b>32,971</b>	<b>20,341</b>	<b>110,403</b>

CAPITAL PROGRAMME 2025/26 - 2028/29													
Scheme Description	Total Approved Budget £000	Forecast Expenditure					Total Forecast Budget 2025-29 £000	Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000		Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Facilities Management</b>													
PSDS - 3B - Lot 1	1,028	904	124	0	0	0	124	124	0	0	0	0	124
PSDS - 3C	1,672	324	1,348	0	0	0	1,348	1,159	0	0	0	189	1,348
Septic Tanks	636	310	75	251	0	0	326	0	0	0	0	326	326
Schools Capital Maintenance	8,315	7,271	1,044	0	0	0	1,044	1,044	0	0	0	0	1,044
Premises Capital (FM)	39,690	36,053	2,488	1,149	0	0	3,637	0	0	0	0	3,637	3,637
Poynton Pool Spillway	1,380	744	636	0	0	0	636	0	0	0	0	636	636
<b>Total Facilities Management Committed Schemes</b>	<b>52,721</b>	<b>45,606</b>	<b>5,715</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>7,115</b>	<b>2,327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,788</b>	<b>7,115</b>
<b>Estates</b>													
Corporate Landlord - Non-Operational	1,336	0	1,336	0	0	0	1,336	0	0	0	0	1,336	1,336
Malkins Bank Landfill Site	1,360	777	583	0	0	0	583	0	0	0	0	583	583
Farms Strategy	2,910	1,744	331	209	209	417	1,166	0	0	0	1,166	0	1,166
<b>Total Estates Committed Schemes</b>	<b>5,606</b>	<b>2,521</b>	<b>2,250</b>	<b>209</b>	<b>209</b>	<b>417</b>	<b>3,085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,166</b>	<b>1,919</b>	<b>3,085</b>
<b>Housing</b>													
Crewe Towns Fund - Warm and Healthy Homes	2,126	858	1,268	0	0	0	1,268	1,268	0	0	0	0	1,268
Disabled Facilities	22,025	13,761	2,664	2,800	2,800	0	8,264	8,264	0	0	0	0	8,264
Green Homes Grant	3,105	2,427	339	339	0	0	678	678	0	0	0	0	678
Home Repairs Vulnerable People	1,338	936	402	0	0	0	402	0	0	0	0	402	402
Home Upgrade Grant Phase 2	4,409	2,740	1,669	0	0	0	1,669	1,669	0	0	0	0	1,669
Local Authority Housing Fund	742	433	309	0	0	0	309	309	0	0	0	0	309
<b>Total Housing Committed Schemes</b>	<b>33,746</b>	<b>21,156</b>	<b>6,651</b>	<b>3,139</b>	<b>2,800</b>	<b>0</b>	<b>12,590</b>	<b>12,188</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>402</b>	<b>12,590</b>
<b>Total Committed Schemes</b>	<b>278,355</b>	<b>135,466</b>	<b>35,627</b>	<b>28,723</b>	<b>38,976</b>	<b>39,563</b>	<b>142,889</b>	<b>47,035</b>	<b>25,012</b>	<b>0</b>	<b>34,137</b>	<b>36,705</b>	<b>142,889</b>
<b>New Schemes</b>													
<b>Culture &amp; Tourism</b>													
Green Structures investment (Public Rights of Way)	512	0	0	126	195	191	512	0	0	0	0	512	512
<b>Housing</b>													
Disabled Facilities	3,360	0	242	106	106	2,906	3,360	3,360	0	0	0	0	3,360
<b>Facilities Management</b>													
Septic Tanks	949	0	0	149	400	400	949	0	0	0	0	949	949
Premises Capital * see note 1	7,163	0	212	1,551	2,700	2,700	7,163	0	0	0	0	7,163	7,163
<b>Total Economic Development New Schemes</b>	<b>11,984</b>	<b>0</b>	<b>454</b>	<b>1,933</b>	<b>3,401</b>	<b>6,197</b>	<b>11,984</b>	<b>3,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,624</b>	<b>11,984</b>
<b>Total Economy and Growth Schemes</b>	<b>290,339</b>	<b>135,466</b>	<b>36,081</b>	<b>30,656</b>	<b>42,377</b>	<b>45,760</b>	<b>154,873</b>	<b>50,395</b>	<b>25,012</b>	<b>0</b>	<b>34,137</b>	<b>45,329</b>	<b>154,873</b>

Note 1 : Approval for this scheme is for 2025-26 only. Future years to be considered for approval in 2026-30 MTFs

Environment and Communities

CAPITAL

CAPITAL PROGRAMME 2025/26 - 2028/29													
Scheme Description	Total Approved Budget £000	Forecast Expenditure					Total Forecast Budget 2025-29 £000	Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000		Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes</b>													
<b>Environment Services</b>													
Booth Bed Lane, Goostrey	140	40	100	0	0	0	100	0	100	0	0	0	100
Bosley Village Play Area	20	10	10	0	0	0	10	0	10	0	0	0	10
Carbon Offset Investment	568	268	75	75	75	75	300	0	0	0	0	300	300
Carnival Fields	42	0	42	0	0	0	42	0	42	0	0	0	42
Closed Cemeteries	152	50	102	0	0	0	102	0	0	0	0	102	102
Fleet EV Transition	6,897	1,596	2,974	327	1,000	1,000	5,301	0	0	0	0	5,301	5,301
Fleet Vehicle Electric Charging	585	305	140	140	0	0	280	0	0	0	0	280	280
Green Investment Scheme (Solar Farm)	4,150	3,944	51	155	0	0	206	0	0	0	0	206	206
Household Waste Recycling Centres	860	270	590	0	0	0	590	0	0	0	0	590	590
Jim Evison Playing Fields	161	0	161	0	0	0	161	0	161	0	0	0	161
Litter and Recycling Bins	208	136	25	25	22	0	72	0	0	0	0	72	72
Macclesfield Chapel Refurbishment	429	29	400	0	0	0	400	0	0	400	0	0	400
Park Development Fund	846	723	36	87	0	0	123	0	0	0	0	123	123
Review of Household Waste Recycling Centres	1,000	100	900	0	0	0	900	0	0	0	0	900	900
Carbon Neutral 2030 Investments	13,980	101	300	300	4,400	8,879	13,879	0	0	0	0	13,879	13,879
The Carrs Improvement Project	61	15	46	0	0	0	46	0	46	0	0	0	46
Weekly Food Waste Collections	2,712	80	2,132	500	0	0	2,632	2,632	0	0	0	0	2,632
Woodland South of Coppice Way, Handforth	89	73	16	0	0	0	16	0	16	0	0	0	16
Wybunbury St Chad's Closed Cemetery	219	0	219	0	0	0	219	0	0	0	0	219	219
<b>Total Environment Services Schemes</b>	<b>33,119</b>	<b>7,740</b>	<b>8,319</b>	<b>1,609</b>	<b>5,497</b>	<b>9,954</b>	<b>25,379</b>	<b>2,632</b>	<b>375</b>	<b>400</b>	<b>0</b>	<b>21,972</b>	<b>25,379</b>
<b>Neighbourhood Services</b>											0		
Crewe Towns Fund - Valley Brook Green Corridor	3,339	1,699	1,640	0	0	0	1,640	1,640	0	0	0	0	1,640
Crewe Towns Fund - Cumberland Arena	3,093	2,268	825	0	0	0	825	825	0	0	0	0	825
Crewe Towns Fund - Pocket Parks	1,481	1,088	393	0	0	0	393	393	0	0	0	0	393
Strategic Leisure Review	3,400	1,750	1,000	650	0	0	1,650	0	0	0	0	1,650	1,650
<b>Total Neighbourhood Services</b>	<b>11,313</b>	<b>6,805</b>	<b>3,858</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>4,508</b>	<b>2,858</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,650</b>	<b>4,508</b>
<b>Total Committed Schemes</b>	<b>44,432</b>	<b>14,545</b>	<b>12,177</b>	<b>2,259</b>	<b>5,497</b>	<b>9,954</b>	<b>29,887</b>	<b>5,490</b>	<b>375</b>	<b>400</b>	<b>0</b>	<b>23,622</b>	<b>29,887</b>
<b>New Schemes</b>													
<b>Environment Services</b>													
Weekly Food Waste Collections - Additional Capital Requirement	5,497	0	5,497	0	0	0	5,497	0	0	5,497	0	0	5,497
Macclesfield Cemetery Second Chapel - Additional requirement	200	0	200	0	0	0	200	0	0	200	0	0	200
Parks	1,483	0	1,483	0	0	0	1,483	0	1,483	0	0	0	1,483
<b>Total New Schemes</b>	<b>7,180</b>	<b>0</b>	<b>7,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,180</b>	<b>0</b>	<b>1,483</b>	<b>5,697</b>	<b>0</b>	<b>0</b>	<b>7,180</b>
<b>Total Environment and Communities Schemes</b>	<b>51,612</b>	<b>14,545</b>	<b>19,357</b>	<b>2,259</b>	<b>5,497</b>	<b>9,954</b>	<b>37,067</b>	<b>5,490</b>	<b>1,858</b>	<b>6,097</b>	<b>0</b>	<b>23,622</b>	<b>37,067</b>

## CAPITAL PROGRAMME 2025/26- 2028/29

Scheme Description	Total Approved Budget £000	Forecast Expenditure					Total Forecast Budget 2025-29 £000	Forecast Funding					Total Funding £000
		Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000		Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes</b>													
<b>Strategic Infrastructure</b>													
A500 Dualling scheme	89,456	11,131	950	0	0	77,375	78,325	74,025	4,300	0	0	0	78,325
A500 Corridor OBC Update	1,705	150	1,555	0	0	0	1,555	1,555	0	0	0	0	1,555
A50 / A54 Holmes Chapel	603	100	0	0	0	503	503	0	503	0	0	0	503
A54 / A533 Leadsmithy Street, Middlewich	563	176	0	0	0	387	387	0	387	0	0	0	387
A6 MARR Technical Design	473	279	194	0	0	0	194	70	124	0	0	0	194
A556 Knutsford to Bowdon	504	417	87	0	0	0	87	0	87	0	0	0	87
Peacock Roundabout Junction	750	52	500	0	0	198	698	0	698	0	0	0	698
Congleton Link Road	83,991	72,837	1,254	1,279	1,000	7,621	11,154	316	10,838	0	0	0	11,154
Crewe Green Roundabout	7,500	7,057	443	0	0	0	443	0	443	0	0	0	443
Flowerpot Phs 1 & Pinchpoint	5,519	1,609	588	336	337	2,649	3,910	3,187	723	0	0	0	3,910
Future High Street Funding - Flag Lane Link	1,558	1,249	309	0	0	0	309	309	0	0	0	0	309
Highways & Infrastructure S106 Funded Schemes	4,701	1,790	1,179	494	0	1,238	2,911	107	2,804	0	0	0	2,911
Transport & Infrastructure Development Studies	350	60	290	0	0	0	290	290	0	0	0	0	290
Middlewich Eastern Bypass	96,599	27,268	22,140	22,876	19,848	4,467	69,331	45,747	14,611	0	0	8,973	69,331
Mill Street Corridor - Station Link Project	1,534	992	542	0	0	0	542	0	242	0	0	300	542
North-West Crewe Package	51,367	50,167	300	300	300	300	1,200	0	1,200	0	0	0	1,200
Old Mill Road / The Hill Junction	1,324	187	1,137	0	0	0	1,137	0	1,137	0	0	0	1,137
Poynton Relief Road	54,848	48,906	1,096	1,146	1,435	2,265	5,942	0	2,751	0	1,000	2,191	5,942
Sydney Road Bridge	10,502	10,137	200	165	0	0	365	0	365	0	0	0	365
<b>Total Strategic Infrastructure Schemes</b>	<b>413,847</b>	<b>234,564</b>	<b>32,764</b>	<b>26,596</b>	<b>22,920</b>	<b>97,003</b>	<b>179,283</b>	<b>125,606</b>	<b>41,213</b>	<b>0</b>	<b>1,000</b>	<b>11,464</b>	<b>179,283</b>
<b>Highways</b>													
Alderley Edge Bypass Scheme Implementation	60,611	60,384	227	0	0	0	227	0	0	0	0	227	227
Integrated Block - LTP	8,012	0	2,003	2,003	2,003	2,003	8,012	8,012	0	0	0	0	8,012
Incentive Fund - LTP	5,800	0	1,450	1,450	1,450	1,450	5,800	5,800	0	0	0	0	5,800
Maintenance Block - LTP	25,275	0	7,878	5,799	5,799	5,799	25,275	23,196	0	0	0	2,079	25,275
Managing and Maintaining Highways	4,712	0	4,712	0	0	0	4,712	0	0	0	0	4,712	4,712
Pothole Funding	23,196	0	5,799	5,799	5,799	5,799	23,196	23,196	0	0	0	0	23,196
Programme Management	1,548	1,515	33	0	0	0	33	33	0	0	0	0	33
Road Safety Schemes Minor Wks	6,423	6,323	100	0	0	0	100	0	0	0	0	100	100
Traffic Signal Maintenance	1,095	835	260	0	0	0	260	260	0	0	0	0	260
Ward Members Local Highway Measures	872	357	515	0	0	0	515	139	0	0	0	376	515
Winter Service Facility	958	772	97	89	0	0	186	0	0	0	0	186	186
<b>Total Highways Schemes</b>	<b>138,502</b>	<b>70,186</b>	<b>23,074</b>	<b>15,140</b>	<b>15,051</b>	<b>15,051</b>	<b>68,316</b>	<b>60,636</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,680</b>	<b>68,316</b>

## CAPITAL PROGRAMME 2025/26- 2028/29

Scheme Description		Forecast Expenditure						Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2028/29 £000	Total Forecast Budget 2025-29 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes													
Strategic Transport & Parking Services													
Active Travel Fund	3,100	1,680	1,420	0	0	0	1,420	1,420	0	0	0	0	1,420
LEVI Capital Fund 23/24	2,172	0	543	543	543	543	2,172	2,172	0	0	0	0	2,172
Sustainable Travel Access Prog	2,438	2,238	200	0	0	0	200	200	0	0	0	0	200
Local Access - Crewe Transport Access Studies	400	188	212	0	0	0	212	212	0	0	0	0	212
Local Access - Macclesfield Transport Access Studies	300	161	139	0	0	0	139	139	0	0	0	0	139
LTP Development & Monitoring Studies	901	480	200	221	0	0	421	421	0	0	0	0	421
Digital Car Parking Solutions	140	113	27	0	0	0	27	0	0	0	0	27	27
Car Parking Improvements (including residents parking)	322	266	56	0	0	0	56	0	0	0	0	56	56
Total Strategic Transport & Parking Services Schemes	9,773	5,126	2,797	764	543	543	4,647	4,564	0	0	0	83	4,647
Total Committed Schemes	562,122	309,876	58,635	42,500	38,514	112,597	252,246	190,806	41,213	0	1,000	19,227	252,246
New Schemes													
Highways													
Highways Maintenance Capital	41,846	0	7,340	11,502	11,502	11,502	41,846	27,773	0	0	0	14,073	41,846
Highways: Depots (Macclesfield)	2,386	0	411	750	1,225	0	2,386	0	0	0	0	2,386	2,386
Highways: Depots (Wardle)	696	0	146	458	92	0	696	0	0	0	60	636	696
Strategic Transport & Parking Services													
Strategic Transport Model	750	0	250	250	250	0	750	0	0	0	0	750	750
Total New Schemes	45,678	0	8,147	12,960	13,070	11,502	45,679	27,773	0	0	60	17,845	45,679
Total Highways & Transport Schemes	607,800	309,876	66,782	55,460	51,584	124,099	297,925	218,579	41,213	0	1,060	37,072	297,925

## Section 4: Reserves 2025/26

Adults and Health Reserve Account	Opening Balance 01 April 2024 £000	Transfers to General Fund - MTFS Feb 2024 £000	2024/25 Net Movement on Reserve £000	Transfers to General Fund Feb 2025 £000	Closing Balance Forecast 31 March 2025 £000	2025/26 Net Movement on Reserve £000	Closing Balance Forecast 31 March 2026 £000
PFI Equalisation - Extra Care Housing	2,857	(2,795)	0	(62)	0	46	46
Public Health Reserve	2,369	0	9	0	2,378	(1,025)	1,353
<b>Adults and Health Reserves Total</b>	<b>5,226</b>	<b>(2,795)</b>	<b>9</b>	<b>(62)</b>	<b>2,378</b>	<b>(979)</b>	<b>1,399</b>

Children and Families Reserve Account	Opening Balance 01 April 2024 £000	Transfers to General Fund - MTFS Feb 2024 £000	2024/25 Net Movement on Reserve £000	Transfers to General Fund Feb 2025 £000	Closing Balance Forecast 31 March 2025 £000	2025/26 Net Movement on Reserve £000	Closing Balance Forecast 31 March 2026 £000
Domestic Abuse Partnership	131	0	(131)	0	0	0	0
Troubled Families Initiative	1,593	0	(1,593)	0	0	0	0
<b>Children and Families Reserves Total</b>	<b>1,724</b>	<b>0</b>	<b>(1,724)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Corporate Policy and Central Reserves	Opening Balance 01 April 2024	Transfers to General Fund - MTFS Feb 2024	2024/25 Net Movement on Reserve	Transfers to General Fund Feb 2025	Closing Balance Forecast 31 March 2025	2025/26 Net Movement on Reserve	Closing Balance Forecast 31 March 2026
Reserve Account	£000	£000	£000	£000	£000	£000	£000
Corporate Directorate Reserve	1,164	(935)	0	(229)	0	0	0
Collection Fund Management	8,154	(1,235)	(2,933)	0	3,986	3,469	7,455
Capital Financing Reserve	4,530	0	(4,530)	0	0	0	0
MTFS Reserve	2,914	(741)	255	(2,428)	0	0	0
2025/26 Transformation	0	0	3,500	0	3,500	(3,500)	0
Brighter Futures Transformation Programme	490	(470)	(20)	0	0	0	0
Section 31 Revenue Grants	14	0	0	(14)	0	0	0
Insurance Reserve	3,098	(3,098)	0	0	0	0	0
Elections General	132	0	0	0	132	0	132
Brexit Funding	13	(13)	0	0	0	0	0
HR	59	(59)	0	0	0	0	0
Pay Structure	54	0	0	(54)	0	0	0
Digital Solutions Architect	150	0	(150)	0	0	0	0
<b>Corporate Policy and Central Reserves Total</b>	<b>20,772</b>	<b>(6,551)</b>	<b>(3,878)</b>	<b>(2,725)</b>	<b>7,618</b>	<b>(31)</b>	<b>7,587</b>

<b>Economy and Growth</b>	<b>Opening Balance 01 April 2024</b>	<b>Transfers to General Fund - MTFS Feb 2024</b>	<b>2024/25 Net Movement on Reserve</b>	<b>Transfers to General Fund Feb 2025</b>	<b>Closing Balance Forecast 31 March 2025</b>	<b>2025/26 Net Movement on Reserve</b>	<b>Closing Balance Forecast 31 March 2026</b>
<b>Reserve Account</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Place Directorate Reserve	1,164	0	(612)	(306)	246	(246)	0
Investment (Sustainability)	610	0	(21)	(40)	549	(549)	0
Legal Proceedings	212	0	(104)	0	108	(108)	0
Investment Portfolio	534	(534)	0	0	0	0	0
Homelessness & Housing Options - Revenue Grants	129	0	(129)	0	0	0	0
Tatton Park Trading Reserve	128	(128)	0	0	0	0	0
<b>Economy and Growth Reserves Total</b>	<b>2,777</b>	<b>(662)</b>	<b>(866)</b>	<b>(346)</b>	<b>903</b>	<b>(903)</b>	<b>0</b>

<b>Environment and Communities</b>	<b>Opening Balance 01 April 2024</b>	<b>Transfers to General Fund - MTFS Feb 2024</b>	<b>2024/25 Net Movement on Reserve</b>	<b>Transfers to General Fund Feb 2025</b>	<b>Closing Balance Forecast 31 March 2025</b>	<b>2025/26 Net Movement on Reserve</b>	<b>Closing Balance Forecast 31 March 2026</b>
<b>Reserve Account</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Strategic Planning	568	(281)	(287)	0	0	0	0
Trees / Structures Risk Management	139	(55)	(30)	0	54	(54)	0
Air Quality	36	0	(5)	0	31	(31)	0
Licensing Enforcement	8	0	0	0	8	(8)	0
Flood Water Management (Emergency Planning)	2	0	(2)	0	0	0	0
Neighbourhood Planning	82	(41)	0	0	41	(41)	0
Spatial Planning - revenue grant	13	(13)	0	0	0	0	0
Street Cleansing	22	0	(4)	0	18	(18)	0
<b>Environment and Communities Reserve Total</b>	<b>870</b>	<b>(390)</b>	<b>(328)</b>	<b>(0)</b>	<b>152</b>	<b>(152)</b>	<b>0</b>

Highways and Transport Reserve Account	Opening Balance 01 April 2024 £000	Transfers to General Fund - MTFS Feb 2024 £000	2024/25 Net Movement on Reserve £000	Transfers to General Fund Feb 2025 £000	Closing Balance Forecast 31 March 2025 £000	2025/26 Net Movement on Reserve £000	Closing Balance Forecast 31 March 2026 £000
Rail and Transport Integration	385	(185)	(200)	0	0	0	0
Flood Risk and Adverse Weather Events	400	0	0	0	400	0	400
Highways Procurement Project	104	(20)	(15)	0	69	(69)	0
LEP-Local Transport Body	19	0	0	0	19	(19)	0
<b>Highways and Transport Reserve Total</b>	<b>908</b>	<b>(205)</b>	<b>(215)</b>	<b>0</b>	<b>488</b>	<b>(88)</b>	<b>400</b>

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**Annex B - Draft Financial Reporting Timetable**

<b>Report</b>	<b>Financial Cycle</b>	<b>Committee</b>	<b>When</b>
Service Budgets 2025/26	Planning	All Service Committees	March/April 2025
Cheshire Pension Fund update	Reporting	Finance Sub Committee	March 2025 (available on Members hub)
Medium Term Financial Strategy Assumptions and Reporting Cycle for 2026-30	Planning	Finance Sub Committee	June 2025
Financial Management Code update	Reporting	Finance Sub Committee	June 2025
Financial Outturn 2024/25	Reporting	All Committees / Council	June 2025  July 2025 (Council)
Final Outturn and Draft Statement of Accounts 2024/25	Reporting	Audit and Governance	July 2025
Companies Draft Statements of Accounts 2024/25	Reporting	Audit and Governance / Finance Sub Committee	July 2025  September 2025
First Financial Review 2025/26	Monitoring	All Committees / Council	September / October 2025  October 2025 (Council)
ECW (Enterprise Cheshire & Warrington) First Financial Review 2025/26	Monitoring	Finance Sub Committee	September 2025
Companies First Financial Review 2025/26	Monitoring	Finance Sub Committee	September 2025
Cheshire Pension Fund update	Reporting	Finance Sub Committee	June 2025 (available on Members hub)

**Annex B - Draft Financial Reporting Timetable**

<b>Report</b>	<b>Financial Cycle</b>	<b>Committee</b>	<b>When</b>
Medium Term Financial Planning Assumptions - update	Planning	Finance Sub Committee	September 2025
Cheshire Pension Fund update	Monitoring	Finance Sub Committee	September 2025
ECW (Enterprise Cheshire & Warrington) 2024/25 Accounts - Audit & Governance Committee	Reporting	Audit and Governance / Council	September 2025 October 2025 (Council)
Medium Term Financial Strategy Consultation for 2026/27-2029/30 - launch	Planning	Corporate Policy Committee	October 2025
Second Financial Review 2025/26	Monitoring	All Committees / Council	November 2025 December 2025 (Council)
ECW (Enterprise Cheshire & Warrington) Second Financial Review 2025/26	Monitoring	Finance Sub Committee	November 2025
Companies Second Financial Review 2025/26	Monitoring	Finance Sub Committee	November 2025
Medium Term Financial Strategy Consultation 2026/27-2029/30 - committees to review their respective Service proposals	Planning	All Committees	November 2025
Final Statement of Accounts 2024/25	Reporting	Audit and Governance / Council	December 2025
Audit of Accounts 2024/25 - report from A&G Committee to Council on main items from the external auditors report	Reporting	Audit and Governance / Council	December 2025
Companies Audited Financial Statements 2024/25	Reporting	Audit and Governance / Council	December 2025

**Annex B - Draft Financial Reporting Timetable**

<b>Report</b>	<b>Financial Cycle</b>	<b>Committee</b>	<b>When</b>
Council Tax Base 2026/27	Reporting	Corporate Policy Committee / Council	November 2025 December 2025 (Council)
Financial Management Code – In Year update	Monitoring	Finance Sub Committee	January 2026
Cheshire Pension Fund update	Monitoring	Finance Sub Committee	January 2026
Third Financial Review 2025/26	Monitoring	All Committees / Council	January / February 2026 February 2026 (Council)
ECW (Enterprise Cheshire & Warrington) Third Financial Review 2025/26	Monitoring	Finance Sub Committee	January 2026
Companies Third Financial Review 2025/26	Monitoring	Finance Sub Committee	January 2026
Medium Term Financial Strategy Consultation 2026/27 to 2029/30 plus Provisional Settlement update	Planning	All Committees	January / February 2026
Medium Term Financial Strategy 2026/27-2029/30 - including any supplementary updates	Reporting	Corporate Policy Committee / Council	February 2026
Cheshire Pension Fund update	Monitoring	Finance Sub Committee	March 2026
Service Budgets 2026/27	Planning	Finance Sub Committee	March 2026

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**OPEN**

## **Economy and Growth Committee**

**11 March 2025**

### **Future of Churchill Way and Duke Street Car Parks, Macclesfield Town Centre**

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**Report of: Peter Skates, Director of Growth and Enterprise**

**Report Reference No: EG/20/24-25**

**Ward(s) Affected: Macclesfield Central**

**For Decision or Scrutiny: Decision**

#### **Purpose of Report**

- 1 This report highlights the recent findings of a feasibility study conducted to explore the potential to declare surplus land contained within Duke Street and Churchill Way car parks and to release such land for redevelopment for housing.

#### **Executive Summary**

- 2 Following the government's recent announcement that Council's will be provided with a set mandatory housing supply target, the Council will need to consider its current housing land supply and whether there is an increased need to identify suitable sites for new housing within the borough. As part of this process the Council should consider opportunities associated with its own land assets.
- 3 The adopted Cheshire East Local Plan and the approved Macclesfield Town Centre Strategic Regeneration Framework (SRF) identify the potential to consolidate parking in Macclesfield town centre, and so enable the release of some land currently used for car parking, for redevelopment. The SRF identifies that land currently used for surface parking along Churchill Way could be redeveloped to provide new homes, whilst creating a 'green boulevard', and enhancing first impressions of the town by infilling the current 'broken frontage' to Churchill Way, subject to the consideration of any parking implications that the removal of the car parks may have.

- 4 The Council was awarded UK Shared Prosperity funding (UKSPF) which it has utilised to fund a feasibility study exploring whether the redevelopment of the car parks at Churchill Way and Duke Street would have an unacceptable impact on car parking in the area and whether the whole or part of the car parks could be released.
- 5 The study indicated that partial release of both car parks should not result in significant negative impacts. The study also puts forward suggested initiatives to be taken forward to improve remaining parking areas.
- 6 This report seeks authority from Economy and Growth Committee to allow officers to develop the study findings further with a view to potentially releasing land and surplus car parking in Churchill Way and Duke Street for housing redevelopment in the interests of both boosting housing supply and supporting town centre regeneration efforts, if the Parking Service declare the areas surplus to operational requirements.

#### RECOMMENDATIONS

The Economy and Growth Committee is recommended to:

1. Agree the proposal to bring forward land forming part of Churchill Way and Duke Street car parks as housing sites subject to them being declared operationally surplus.
2. Delegate authority to the Executive Director - Place to explore and select the most appropriate form of housing redevelopment to be located on the surplus land forming part of Churchill Way and Duke Street car parks.

## Background

### *Strategic Context*

- 7 Many town centres are struggling to maintain vitality and viability in the face of ongoing long-term challenges posed by external threats such as the rise of online retailing. In Macclesfield there is an additional challenge created by the opening of a new retail park approved at appeal to the north of the town.
- 8 The adopted Cheshire East Local Plan Strategy adopted in 2017 states that *"the Council will look to maximise opportunities for improvement and regeneration in Central Macclesfield"* noting that, *"There are numerous opportunities to rationalise and consolidate existing car parks – in so doing 'unlocking' important regeneration opportunities."*

- 9 The Macclesfield Town Centre SRF, approved October 2019, also identifies that within the town centre there are several surface car parks which both detract from the appearance of the town centre and appear to be underutilised. It suggests that opportunities are explored to consolidate parking in the town centre and release some surface car parking for redevelopment to support town centre vitality and viability.
- 10 The SRF specifically identifies the potential to support town centre regeneration if car parks around Churchill Way can be redeveloped for housing and suggests that opportunities should be taken to 'green' the area, reduce car dominance, and improve pedestrian priority.
- 11 The potential benefits of redevelopment of underutilised car parks in Macclesfield town centre include:
  - New homes supporting housing needs, including potential for specialist housing
  - Diversifying choice of homes available in a highly sustainable location
  - Increased population living in the town centre, spending money locally to support the vitality and viability of town centre businesses including the evening economy
  - Attracting investment in construction
  - Increased council tax receipts
  - Modern homes suitable to attract younger workers needed to support key local employers such as at Astra Zeneca and Alderley Park
  - Potential for well-designed buildings to increase values of residential and commercial property
  - Potential to release funds to invest in other improvements such as greening or improving pedestrian priority.

### *Parking Study*

- 12 It is clearly important to ensure adequate parking is retained to support the needs of residents, visitors, and businesses, to avoid undermining town centre vitality and residential amenity. To enable informed consideration, UKSPF has been utilised to fund a feasibility study exploring the impact of partial or full release of Churchill Way and Duke Street car parks.
- 13 The study report is attached as Appendix 1. In summary it indicates that if the capacity of Churchill Way car park, and Duke Street car park were

reduced to 123 spaces and 105 spaces respectively, displaced vehicles could be accommodated in existing alternative car parks.

- 14 The study also recommends potential measures to facilitate and mitigate the impacts of releasing parking spaces for development.
- 15 In view of the identified need for increased housing supply and the anticipated benefits to town centre regeneration of additional town centre housing, it is proposed that officers explore the options for housing redevelopment on part of Churchill Way and Duke Street car parks, retaining approximately 123 spaces and 105 spaces in those car parks respectively to cater for residents permits and to retain some town centre public parking. Any release of land for housing development would be subject to these areas being declared surplus to operational requirements. Any decision to declare the areas surplus would appear to be a logical outcome following the Parking Study, but such a decision would fall outside the remit of Economy and Growth Committee.

#### *Form of housing redevelopment*

- 16 The most appropriate form of housing development on these sites, if released for redevelopment has yet to be established. The options have not yet been explored by officers ahead of confirming that members are supportive of the release of the land for redevelopment in principle.
- 17 Whilst officers in the Economic Development Service, are keen to pursue a housing scheme which maximises benefits for the local economy and health of the town centre, it is recognised that there are other factors which need to be explored, for example ensuring any development reflects the character of the locality and preserves or enhances the character of the adjacent Christ Church Conservation Area and setting of nearby listed buildings, and whether any land is needed to meet any specific housing needs not being met by the market such as provision of emergency accommodation in Macclesfield.
- 18 It is proposed that officers in the Economic Development team lead in exploring options with input from other services including Assets, Planning, Housing, Adult and Children's services, and as appropriate other enabling services such as Legal and Procurement.
- 19 Once a preferred form of housing and a preferred delivery route has been identified, a further report would be brought back to Economy and Growth Committee seeking authority to proceed along the recommended route.

## **Consultation and Engagement**

- 20 The Macclesfield Town Centre SRF, whilst still in draft form, was the subject of a public consultation exercise which ran from 13th February to 13th March 2019. Details of the process undertaken to engage stakeholders are set out in a published [Statement of Consultation and Engagement](#). The draft SRF was refined as a result of that consultation, before being finalised and approved by Cabinet on 8 October 2019.
- 21 Macclesfield Central Ward Members were invited to a meeting to appraise them of the proposals at a meeting held on 5th February.

## **Reasons for Recommendations**

- 22 The Council's Corporate Plan sets out as part of one of its three key aims, the ambition to drive sustainable development, prioritising making Cheshire East a great place for people to live, work and visit with thriving economies and a transport network which promotes active travel.
- 23 Redeveloping car parking surplus to operational requirements offers a route to supporting the local economy whilst also boosting housing supply and improved range of housing choice. Simultaneously it has the potential to support a sustainable financial future for the Council, by generating capital receipts, reducing costs associated with managing under-utilised assets and increasing income from Council tax.

## **Other Options Considered**

- 24 Doing nothing is clearly an option which needs to be considered in this case with all parking on Churchill Way and Duke Street retained as at present. This would fail to generate the benefits set out in paragraph 11.

## **Implications and Comments**

### *Monitoring Officer/Legal*

- 25 Local authorities usually allocate land for specific purposes under different statutory powers. They may have acquired the land pursuant to a statute which then regulates how the land must be allocated or managed (e.g., under the Public Health Act 1875) or they may have acquired land for general purposes. It will be necessary for legal services to investigate how the Council acquired this land and if it was for a specific purpose.
- 26 S122 of the Local Government Act 1972 (LGA) and s232 of the Town and Country Planning Act 1990 (TCPA) offer two mechanisms under which local authorities may appropriate land for planning purposes. The procedures are largely the same but for one crucial difference, whether

or not the land is currently appropriated by the Council for planning purposes.

- 27 Appropriation simply means transferring the allocation of the land from one purpose to another.
- 28 If the local authority decides that it needs to transfer land from one purpose or function to another, perhaps for redevelopment then it may appropriate the land under s.122 LGA 1972, unless the land is currently already allocated for planning purposes, in which case s.232(6) TCPA states that s.232 TCPA must be used.
- 29 “Planning purposes” is not expressly defined but s.246 TCPA states any reference to appropriation of land for planning purposes is reference to the appropriation of it for the purposes for which land could be acquired under s.226 & s.227 TCPA. Therefore, “planning purposes” means an acquisition or appropriation which will facilitate the carrying out of development, re-development or improvement which is likely to contribute to the economic, social or environmental well-being of the area, or which is required in the interests of the proper planning of the area in which the land is situated.

Appropriation under Section 122 Local Government Act

- 30 S122 LGA 1972 provides that:

*“The council may appropriate for any purpose for which the council is authorised by statute to acquire land by agreement any land which belongs to it and is no longer required for the purpose for which it is held immediately before the appropriation.”*

The key procedural points are as follows:

- a) The land must already belong to the council
  - b) The land must be no longer required for the purpose for which it is currently appropriated; and
  - c) The purpose for which the council is appropriating must be authorised by statute.
- 31 It is important to note that it is a matter for the local authority to satisfy itself whether or not the land is still required for the purpose for which it is held immediately before the appropriation and its decision cannot be challenged in the absence of bad faith.
- 32 S122 LGA 1972 provides that the Council may not appropriate land constituting or forming part of an ‘open space’ or land forming part of a

common (unless it is a common or fuel or field garden allotment of less than 250 square yards) unless they:

- advertise their intention to do so for two consecutive weeks in a newspaper circulating in the local area; and
- consider any objections to the proposed appropriation which may be made to them.

‘Open space’ is defined by s.336(1) TCPA 1990 as “any land laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground” this impliedly includes de facto open space land not formally dedicated under the Open Spaces Act 1906.

The Council generally has taken a wider view as to what constitutes open space. The land contained within public car parks may be deemed to be open space within the Councils wider view.

If appropriation of the land were to take place under the Local Government Act 1972, the land would still be subject to any third parties rights and/ or interests that exist or incidental to the land.

33 Appropriation Under Section 232 TCPA

S 232 TCPA 1990 provides that:

*“Where any land had been acquired or appropriated by a local authority for planning purposes and is for the time being held by them for the purposes for which it was so acquired or appropriated, the authority may appropriate land for any purpose for which the council is authorised by statute to acquire land by agreement.”*

The key procedural points are as follows:

- a) The land must already belong to the council and have been acquired or appropriated for planning purposes
- b) The land must be held by the council for purposes which it was appropriated; and
- c) The purpose for which the council is appropriating must be authorised by statute.

34 It is important to note that s.232(4) of the TCPA provides that the Council must follow the same advertising requirements for ‘open space’ as above.

35 S 237 TCPA 1990 provides that the erection, construction or carrying out of any building work (by the Council or a person deriving title from the Council) on land which has been appropriated by a local authority for planning purposes is authorised if it is done in accordance with planning permission, notwithstanding that it interferes with certain private rights

such as restrictive covenants and easements. The private rights are converted into a claim for compensation.

- 36 The decision to appropriate land is, like many administrative actions by public authorities, subject to challenge by judicial review. If private rights are to be overridden the Council must be especially careful. The Council must be able to demonstrate the purpose for the appropriation and that it has taken all the relevant considerations into account and not taken any irrelevant considerations into account.
- 37 To enable the Council to demonstrate that the decision has been made properly and in accordance with Wednesbury reasonableness, the proposal to appropriate must be the subject of a comprehensive report and decision record or minute. The minutes should show that the land is not currently appropriated for planning purposes and that the Council intends to formally appropriate the land under s.122 LGA 1972 or that the land is currently held for planning purposes and that the Council intends to appropriate the land for alternative planning purposes. If s.122 LGA 1972 is being utilised the minutes must record the resolution that the land is no longer required for the purpose for which it is currently appropriated.
- 38 Advertisements in accordance with s.122(2A) LGA 1972 or s.232(4)TCPA 1990 in respect of open space must give clear information and refer to the intended appropriation. Further, the Council's minutes must then record that any objections received have been duly considered.
- 39 Any decisions related to the appropriation of land would need to be taken by full Council.

*Consolidated Parking Order 2015*

- 40 The Council's Cheshire East Borough Council (Off-Street Parking Places) (Consolidated) Order 2015 (as varied) regulates the use of the Churchill Way and Duke Street car parks allowing the Council to set conditions of use and to charge for parking. The Order does not require the land or any portion of the land to be retained as a car park.
- 41 Neither Churchill Way car park nor Duke Street car park are defined in the Order with reference to the number of spaces available or defined by a car park plan. As such, should the proposals proceed, there would be no requirement to amend the Cheshire East Borough Council (Off-Street Parking Places) (Consolidated) Order 2015 (as varied).
- 42 In removing parking bays from the car parks the Council must give due regard to the Public Sector Equality Duty and also the effect that any removal is likely to have on groups with a protected characteristic.



*Section 151 Officer/Finance*

- 43 It is assumed that the parking study undertaken is robust, accurate, and the findings have been endorsed by the services responsible for operating the car parks. Although sufficient alternative car parks will remain to accommodate any parking displaced, there is no guarantee that Council car parks will be the alternative. Therefore, there is a risk to the Council's financial position should existing car park users decide to use car parks less frequently, seek out lower tariff spaces or make greater use of any privately-operated car parks in Macclesfield. There is potential for modest savings in terms of reduced costs through reductions in Business Rates payable by the Council and the maintenance of the existing car parks but the removal of any machines deemed surplus will need to be factored in. These costs will need to be funded.
- 44 The proposed MTFS contains additional income from these two car parks, both in terms of inflation price increases and transformation savings, which may need to be reviewed.
- 45 If after further analysis it is determined that the car parks could be rationalised in favour of housing, then it would be expected that a full business case would be brought forward that would fully articulate the finance implications. The preferred mix of housing and delivery route identified by officers would have a significant impact on the financial implications. If market housing alone is determined to be the preferred option and the route to delivery is to be the production of a Planning Brief followed by a land sale, this would likely necessitate a financial outlay in the development of the brief and disposal costs, offset by a capital receipt from the land sale. If on the other hand, after considering various specific housing needs, the preferred redevelopment option required procurement, this would likely require a business case to identify how such development could be initially financed and procured, noting the difficulties faced with procuring via the Housing Framework to date.
- 46 Further consideration of financial implications would need to be considered in a formal decision taken by the Executive Director - Place before proceeding with any preferred route.

*Policy*

- 47 It has already been set out that this proposal would align in principle with both the Cheshire East Local Plan Strategy and the Macclesfield Town Centre SRF. The recommended route set out in this report could potentially support the priorities of the [Corporate Plan](#) as follows:

<b>An open and enabling organisation</b>  Look at opportunities to bring more income into the borough  Support a sustainable financial future for the council, through service development, improvement and transformation	<b>A council which empowers and cares about people</b>  Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation.	<b>A thriving and sustainable place</b>  A great place for people to live, work and visit.  Welcoming, safe and clean neighbourhoods  Thriving urban and rural economies with opportunities for all
--	---	---

### *Equality, Diversity and Inclusion*

- 48 An Equality Impact Assessment (EIA) is being developed to consider the impacts of partial car park closures. This will be considered further before a formal decision is taken to proceed with disposal. It is anticipated that there will be no need to reduce disabled parking spaces available to the public.

### *Human Resources*

- 49 There are no specific human resources issues relating to this report. Officer capacity will need to be identified in various services to enable options for housing redevelopment to be considered and workloads will be dependent on the preferred mix of housing identified and the preferred delivery route.

### *Risk Management*

- 50 Risks will be largely dependent on the identified preferred mix of housing and the selected delivery route. At this stage potential risks have been identified as likely to fall within the following categories:

i. *Inability to swiftly deliver due to lack of officer resource*

Delivery may be delayed due to lack of capacity in several services which would need to be involved to drive forward delivery. It will be key to set a realistic programme of work which takes account of current pressures on staff.

ii. *Negative public reaction*

Car Parking is always an emotive subject. Perception of parking availability is often at odds with factual data. The public may raise objections despite the evidence which has been gathered to inform this

decision. Negative feedback can be mitigated by clear communication at appropriate times.

### *Rural Communities*

51 No implications specific to rural communities have been identified.

### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

52 It is not envisaged that the redevelopment of sites for housing would have specific implications for young people. This may however be dependent on the preferred mix of housing taken forward.

### *Public Health*

53 Housing quality is a key social determinant for a person's mental and physical health. The intention is that various housing mixes will be considered including the potential to provide new temporary accommodation for homeless people to replace an existing facility no longer considered fit for purpose. The implications for health will depend on the mix of housing taken forward. Overall, however, it is anticipated that whatever housing mix and delivery route is selected the Council will have powers to ensure an acceptable quality of housing is developed which provides a good standard of modern accommodation.

### *Climate Change*

54 Any housing on this site would need to be built to conform with current building regulations which seek to ensure modern homes are energy efficient with lower carbon emissions than older homes. Further, supporting homes in town centre locations, where public transport is more readily available and services and amenities are within easy walking distance, provides opportunities for residents to live in a manner which helps reduce their carbon footprint and contribute to tackling climate change.

<b>Access to Information</b>	
Contact Officer:	Jo Wise Jo.wise@cheshireeast.gov.uk
Appendices:	Appendix 1 Macclesfield Car Park Feasibility Study Final Report
Background Papers:	<a href="#">Cabinet decision – approval of Macclesfield SRF macclesfield-tc-srf-final-151019</a>

## Macclesfield Car Park Feasibility Study Report

Document no: 1  
Revision: 3

Cheshire East Council

Macclesfield Parking Study



## Macclesfield Car Park Feasibility Study Report

**Client name:** Cheshire East Council

**Project name:** Macclesfield Parking Study

**Document no:** 1

**Project no:** BRJ10668

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**Project manager:** Arif Nagji

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**Prepared by:** Oliver Horberry

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## Executive summary

Cheshire East Borough Council's (CEC) Economic Development Service team is keen to explore the potential for releasing surplus car parking spaces within Macclesfield town centre for residential development to support town centre vitality and viability. This commission assesses various parking release scenarios to quantify potential vehicle displacement and its impact on the town centre for visitors, residents and businesses. Previous studies have identified Churchill Way and Duke Street car parks as potential locations for declaring surplus spaces for residential use, with either the full or partial release of these car parks. These car parks are the focus of this study.

The project assessed the current parking demand in nine town centre car parks within the study area to determine the extent of surplus parking supply on an hourly basis during typical weeks. The car parks surveyed were Duke Street, Exchange Street, Churchill Way, Christ Church, Grosvenor Centre, Whalley Hayes, Jordangate, Old Library, and Parsonage Street. Data was collected on the number of vehicles parked each hour using video monitoring at car park entrance and exit points. Available ticket sales data was also collected to estimate the duration of stay. The key finding is there is currently an appreciable amount of spare capacity across all nine car parks on typical weekdays, Saturdays and Sundays. The spare capacity has been quantified by hour for each car park within the report.

Having established the current hourly parking demand and spare capacity in each car park, the next stage focussed on parking release for Churchill Way and Duke Street under a range of hypothetical scenarios and assumed future levels of parking demand. The aim was to quantify the number of vehicles needing alternative car parking and assess if nearby car parks could accommodate these displaced vehicles. In this study, we assumed Grosvenor Centre multi-storey car park (MSCP) would be the first-choice alternative destination for any such vehicles. Twelve main scenarios were tested to reflect the day of the week (i.e. Weekdays, Saturdays and Sundays), the amount of car park space released in Churchill Way and Duke Street (i.e. partial or full), and the level of parking demand across all car parks (i.e. current and a future 'growth' situation). For the future 'growth' situation, we agreed with CEC to run a sensitivity scenario to test the impact of a 10% increase in peak parking demand. One final scenario was also run to assess the impact of a 10% decrease in peak parking demand. The partial release of Churchill Way car park involved a reduction in the number of available car parking spaces from 276 to 123, and in Duke Street from 275 to 105. The same scenarios were also tested using data from a Treacle Market Sunday.

The main findings from the analysis indicates the following:

- **Scenario 1 (current demand, partial release of Churchill Way and Duke Street car parks):** all displaced vehicles can be comfortably accommodated in the Grosvenor Centre MSCP on weekdays and Sundays. However, between 11:00-14:00 on Saturdays, we estimate 84 vehicles would need to relocate to a different car park; there is more than sufficient capacity available in the remaining car parks to absorb these vehicles.
- **Scenario 2 (10% growth in peak period parking demand, partial release of Churchill Way and Duke Street car parks):** all displaced vehicles can be accommodated in the Grosvenor Centre MSCP on weekdays for most of the day. However, during the peak period (10:00-13:00) we estimate the Grosvenor Centre MSCP would be close to, or marginally above, capacity indicating three displaced vehicles would need to find an alternative car park, and there is ample capacity across the remaining car parks in the study area to accommodate this. A similar trend is observed on Saturdays, albeit with 79 vehicles having to find an alternative to Grosvenor Centre MSCP in the peak hour; however, there is sufficient spare capacity available. On Sundays, all displaced vehicles can be comfortably accommodated in the Grosvenor Centre MSCP.
- **Scenario 3 (current demand, full release of Churchill Way and partial release of Duke Street car parks):** on weekdays the Grosvenor Centre MSCP would be able to accommodate most of the displaced vehicles, although due to the higher number from Churchill Way compared to Scenario 1 due to its full

release, some 378 vehicles would need to find an alternative destination to the Grosvenor Centre MSCP. There is sufficient capacity in the other car parks to accommodate these vehicles. On Saturdays, as parking demand is generally higher, the number of vehicles needing to find an alternative to the Grosvenor Centre MSCP is higher. For the peak period 11:00-14:00 there would be 43 vehicles that would not be able to find a space in any of the remaining car parks. On Sundays, the Grosvenor Centre MSCP could accommodate all displaced vehicles, albeit close to capacity between 11:00-14:00; any excess demand that did occur could be accommodated comfortably elsewhere.

- **Scenario 4: (10% growth in peak period parking demand, full release of Churchill Way and partial release of Duke Street car parks):** this scenario assessed the highest number of displaced vehicles which puts more pressure on the capacity of the remaining car parks once the Grosvenor Centre MSCP is full. On weekdays and Sundays, these remaining car parks can accommodate any overspill from the Grosvenor Centre MSCP. On Saturdays however, there would be insufficient capacity across the nine car parks to accommodate an estimated 276 displaced vehicles.
- **Treacle Market Sunday:** from the limited data available, indications are that there is sufficient capacity in the town centre car parks to accommodate displaced vehicles despite the observed increased demand for parking due to the market. For Scenarios 1 and 2 all vehicles can still be accommodated in Grosvenor Centre MSCP. In Scenarios 3 and 4 there will be a higher number of overspill vehicles, however these can be easily accommodated by the spare capacity in the other car parks.
- **Sensitivity Test (Reduced Peak Period Demand):** this scenario assessed a 10% reduction in peak parking demand along with the partial release of spaces in Churchill Way and Duke Street car parks. The analysis showed that all displaced vehicles can be comfortably accommodated in the Grosvenor Centre MSCP on weekdays and Sundays. However, between 11:00-12:00 on Saturdays, we estimate 11 vehicles would need to relocate to a different car park; there is more than sufficient capacity available in the remaining car parks to absorb this small number of vehicles.

In summary, **for most of the scenarios tested, the Grosvenor Centre MSCP can accommodate all vehicles displaced from Churchill Way and Duke Street car parks. On the few occasions when the Grosvenor Centre MSCP becomes full, there is generally ample spare capacity in the remaining car parks** included in the study. Only under the more extreme circumstances we tested is the overall capacity of the nine car parks exceeded – this occurs during the peak period on Saturdays (typically 11.00-14.00) with 10% growth in peak period parking demand and the full closure of Churchill Way and partial closure of Duke Street car parks.

**The report concludes with several recommendations to improve the attractiveness and accessibility of the town centre car parks;** this will be important given the displacement that is likely to occur should the capacities of Churchill Way and Duke Street car parks be reduced. The study also assumed that the Grosvenor Centre MSCP would be the first-choice alternative destination for displaced vehicles. Drivers will need to re-evaluate their parking destination choices following any changes in parking supply. This is where information (such as via a real-time messaging system) can play a significant role in directing vehicles to where the spare capacity is in car parks to avoid any unwanted impacts on the performance of the town centre traffic network and its approaches.



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## 1. Introduction

### 1.1 Background

Cheshire East Borough Council's (CEC) Economic Development Service team has commissioned Jacobs to undertake a feasibility study that explores the potential to declare and release surplus car parking in Macclesfield town centre for residential development. The proposal is to test the release of spaces in Churchill Way and Duke Street car parks to support town centre vitality and viability. CEC want to understand whether displacement caused by the release of car parking spaces might cause issues relating to parking in the town centre.

Figure 1-1 below shows an illustration provided within a Cushman and Wakefield report<sup>1</sup> on the quantum of parking release to be tested. The current Duke Street and Churchill Way car park boundaries are identified below in red:

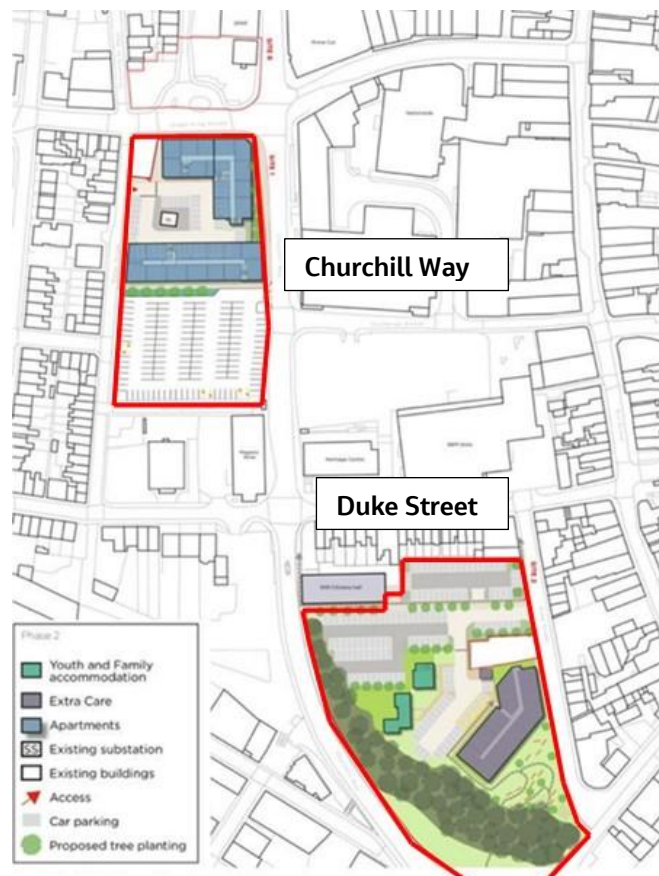


Figure 1-1: Location of Churchill Way and Duke Street Car Parks

This feasibility work stems from previous reporting and survey data (see below) which identified the potential for development on parts of these two car parks. The key documents/data pertinent to this study are:

- Macclesfield Town Centre Strategic Regeneration Framework (SRF) – October 2019

<sup>1</sup> 'Macclesfield Station Gateway and Churchill Way Boulevard Options Study: Final Report'. Cheshire East Council (February 2023)



## Macclesfield Car Park Feasibility Study Report

- Macclesfield Station Gateway and Churchill Way Boulevard - Final Report February 2023
- 2022 Macclesfield Baseline Occupancy Data
- Macclesfield Parking Strategy - August 2023<sup>2</sup>

Macclesfield town centre has approximately 1,600 off-street car parking spaces in public car parks that form the scope of this study, with additional parking options to the east of the town centre that are outside the scope of this commission. Aside from the two multi-storey car parks at the Grosvenor Centre and Jordangate, all other CEC car parks are surface car parks, many introduced following housing clearance programmes. As identified by CEC, several of the surface car parks are unattractive and detract visually from the character of the town centre. Some are also laid out inefficiently, sometimes with multiple entrance points and are not particularly well signposted. The location of the car parks within the study area is shown in Figure 1-2 below. These car parks were included in the scope as they are potential alternative car parks for displaced cars if Churchill Way or Duke Street car parks have their capacity reduced.



Figure 1-2: Car Park Locations

Previous survey work has indicated there is surplus car parking to serve the town centre, although most studies have stopped short of quantifying how many spaces could be repurposed for other uses. The distribution of spaces across multiple car parks is also thought to lead to a significant amount of unnecessary hunting for spaces, circulation, management, and inefficiency, as well as many small but cumulatively significant 'severances' being created by small pockets of surface car parks.

<sup>2</sup> [Macclesfield Parking Strategy 2023](#)

The Macclesfield SRF suggests that opportunities should be explored to consolidate parking in the town centre and release some surface car parking for redevelopment to support town centre vitality and viability. The Local Plan Strategy also states that "the Council will look to maximise opportunities for improvement and regeneration in Central Macclesfield" and "There are numerous opportunities to rationalise and consolidate existing car parks (in Central Macclesfield) – in so doing 'unlocking' important regeneration opportunities."<sup>3</sup>

A recent study (Macclesfield Station Gateway and Churchill Way Boulevard - Final Report Feb 2023) made progress in exploring this potential. The outcome of the study suggests that, whilst on the east of the town, around the station, there is limited opportunity to release car parks for redevelopment unless a scheme can be developed to provide a new multi-storey car park. In contrast, to the west of the town centre, around the Churchill Way corridor, it appears there is more scope to consolidate parking to enable the release of land for redevelopment. The study recommended further work to explore the feasibility of releasing all or part of Duke Street Car Park and all or part of Churchill Way Car Park for residential redevelopment, combined with a new car parking strategy to ensure effective management of remaining car parks going forward. The study also suggested the potential release of the areas shown in Figure 1-1, but flags the need for further consideration to be given to the impacts of such potential redevelopment on the town centre, and to explore the strategy needed to ensure any release of parking for redevelopment does not create issues with parking in the town centre for visitors, residents or businesses.

## **1.2 Key Cheshire East Borough Council Documents**

The following documents have been referenced and considered within this report as they provide the guidance within which the final recommendations have been made and ensure alignment with the key objectives.

### **1.2.1 Cheshire East Council Corporate Plan 2021-2025**

The Cheshire East Council Corporate Plan 2021-2025 has been used to guide this feasibility study and is considered during the development of the report's recommendations. The plan outlines the council's vision, priorities and values for the borough and is structured around three main aims:

- Open: Providing strong community leadership and working transparently with residents, businesses, and partners.
- Fair: Reducing inequalities, promoting fairness and opportunity for all, and supporting the most vulnerable residents.
- Green: Leading communities to protect and enhance the environment, tackle the climate emergency, and drive sustainable development

To achieve these aims a set of priorities has been developed. This report pays particular attention to the following priorities:

- Support a sustainable financial future for the council, through service development, improvement and transformation.
- Look at opportunities to bring more income into the borough.
- A great place for people to live, work and visit.
- Welcoming, safe and clean neighbourhoods.
- Reduce impact on the environment.

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<sup>3</sup> [Macclesfield Town Centre SRF](#)

- A transport network that is safe and promotes active travel.
- Thriving urban and rural economies with opportunities for all.

### **1.2.2 Cheshire East Borough Council 'Our Aspirations and Principles'**

In January 2025 Cheshire East Borough Council announced its Aspirations and Principles. These aspirations reflect the kind of council it wants to be, 'a council that takes action, works together, and makes a lasting difference for residents.' The three aspirations are:

- Collaborate and enable success.
- Innovate with evidence-based solutions.
- Uphold professionalism and build trust.

A set of principles has also been outlined; these have been considered and incorporated into this report and into the recommendations. The relevant principles include:

- Resident centred approach.
- Innovative and adaptable.
- Data and intelligence led.
- Sustainability and resilience.

### **1.2.3 Cheshire East Council Local Transport Plan 2019 – High Level Parking Strategy**

The High Level Parking Strategy, included within the Local Transport Plan published in 2019, intends to 'further develop and harmonise the parking offer focusing on the Cheshire East principal towns and key service centres.' The overall aim of the strategy is to balance long term economic, social and environmental well-being by following a set of objectives as listed below:

- Manage traffic to improve transport network efficiency.
- Encourage the use of more sustainable and healthy forms of travel, including walking, cycling and public transport.
- Sustain and enhance the vitality of our town centres.
- Provide for the parking needs of people with disabilities & parents/carers with young children.
- Balance the parking demands of local residents, shops and businesses and visitors, shoppers, workers and commuters.

All these objectives have been considered when undertaking this study and developing the recommendations.

## **1.3 Purpose of this report**

The purpose of this report is to determine the impact of the partial or full release of Churchill Way Car Park and the partial release of Duke Street Car Park in Macclesfield town centre in terms of the displacement of vehicles across a range of scenarios, using an understanding of the current demand for parking within the car parks. The study considers the impacts of the release of land for potential redevelopment with a set of recommendations

based on this analysis to ensure any release of parking for redevelopment does not create issues for parking in the town centre.

To achieve this, the report will seek to answer the following key questions:

- What is an accurate picture of current usage of off-street parking space in Macclesfield town centre?
- What is appropriate parking provision within the town centre to provide for current and future users also having regard to the climate emergency and the realistic potential for users to utilise more sustainable means of transport?
- Would the release of the initial suggested areas of Churchill Way Car Park and Duke Street Car Park leave adequate and appropriate car parking to serve the town centre (residents, businesses, and visitors) now and into the future?
- Is there potential to release further areas of parking for redevelopment without provision of a new replacement car park?
- What changes/improvements, would be needed to retained parking should the sites be released for sale?
- What parking strategy should be followed to ensure remaining parking is effectively utilised to best support residents, visitors, and businesses?

The main sections in this report are:

- Section 2. Existing situation
- Section 3. Displacement assessment
- Section 4. Conclusion
- Section 5. Recommendations and Next Steps

## 2. Existing situation

This section outlines the existing situation regarding parking demand in car parks within the Macclesfield study area and is based on observations from a site visit, 24-hour video surveys and ticket sales data.

### 2.1 Site visit

A site visit was undertaken to the main car parks located within Macclesfield town centre which form the scope of this study. The visit was undertaken by representatives of the project study team on Thursday 27<sup>th</sup> of June 2024.

The purpose of the site visit was to become familiar with the local context of the car parks within the study area and to review the locations and opportunities for displacement. Several of the key aspects noted for each car park are listed below:

- Car park condition
- Number of entrances and exits
- Car park user characteristics
- Opportunities for improvements
- Blue Badge Bay situation
- Opening hours and charging periods

### 2.2 Tariffs and Capacity

Table 2-2 below displays the current tariffs and capacities for the car parks within the study area; these have been taken from the Cheshire East Borough Council website<sup>4</sup> and are correct as of 18<sup>th</sup> February 2025. A description of the charges for each car park is provided below in Table 2-1.

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<sup>4</sup> [Macclesfield Car Parks](#)



Table 2-1: Car Park Opening and Charging Hours

Car Park	Days Open	Opening Hours	Charging Hours	Other information
Duke Street	Monday-Sunday	24 Hours	Monday-Saturday 08:00-15:00	Free after 3pm
Churchill Way			Monday-Saturday 08:00-18:00	
Exchange Street				
Christ Church				
Whalley Hayes				
Old Library				
Parsonage Street				
Grosvenor Centre MS			08:30-18:00 (Monday-Saturday), 11:00-16:00 (Sundays and Bank Holidays)	
Jordangate MS	Monday-Saturday	Monday-Saturday 07:00-19:00		Open on Treacle Market Sundays from 11:00-16:00

**Table 2-2: Car Park Tariffs (£) and Total Capacities (total number of available spaces including disabled bays)**

Car Park	Total Capacity	Disabled Spaces	Stay Type	Up to 1/2 Hour	0-1 Hours	1-2 Hours	2-3 Hours	3-4 Hours	4-6 Hours	6-10 Hours	6-9.5 Hours	6-12 Hours
Christ Church	86	4	Long		0.60	1.00	1.50	2.10	3.00	3.40		
Churchill Way	276	0	Long		1.00	1.60	2.30	3.30	4.40	5.20		
Duke Street	275	6	Long		0.60	1.00	1.50	2.10	3.00	3.40		
Exchange Street	117	10	Short	0.50	1.00	1.60						
Grosvenor Centre MS	241	20	Long		1.00	1.60	2.30	3.30	4.40		5.20	
Jordangate MS	258	11	Long		0.60	1.00	1.50	2.10	3.00			3.40
Old Library	29	1	Long	0.50	1.00	1.60	2.30	3.30				
Parsonage Street	25	0	Long	0.50	1.00	1.60	2.30	3.30				
Whalley Hayes	261	3	Long		0.60	1.00	1.50	2.10	3.00	3.40		

## 2.3 Resident Parking Permits

Cheshire East Borough Council issue a limited number of year-long resident permits for town centre car parks which reduce the cost of parking for the holder in a specific car park. Residents may be eligible to apply for a car park permit if they live at an approved address and have no access to off-street parking. The number of permits issued per car park is given below in Table 2-3 and are correct as of 6<sup>th</sup> February 2025. Please note that resident permits are not issued for Exchange Street or Grosvenor Centre MSCP.

**Table 2-3: Number of resident car park permits issued per car park**

Car Park	Number of permits issued	Proportion of spaces for permits
Christ Church	32	37%
Churchill Way	50	18%
Duke Street	20	7%
Exchange Street	n/a	n/a
Grosvenor Centre MS	n/a	n/a
Jordangate MS	4	2%
Old Library	2	7%
Parsonage Street	0	0%
Whalley Hayes	17	7%

The number of spaces remaining in the case of partial release is larger than the number of permits issued in both Churchill Way and Duke Street. If the full release of Churchill Way were to go ahead then these permits would have to be relocated to a nearby car park. However, it is unknown how permit holders in other car parks may be affected by the displacement of vehicles. Therefore, more analysis is required to understand relevant parking behaviour for example in terms of how permits are being used on a day-to-day basis.

## 2.4 Survey analysis

24-hour video count surveys were undertaken to analyse the existing parking situation across the study sites.

Car park ticket sales data was also obtained from the Cheshire East parking team to supplement the video survey data to help estimate duration of stay and growth in parking demand. These sources of data are summarised in Table 2-4 below and the location of each car park is shown in Figure 1-2.

Table 2-4: Surveys completed

Type	Method of data capture	Dates
Car park occupancy survey	24-hour; cameras recording car park entries and exits at 15-minute intervals	06.10.24-12.10.24 (Churchill Way, Duke Street, Grosvenor Centre Multi-Storey, Jordangate Multi-Storey, Old Library, Parsonage Street, Whalley Hayes)  23.11.24-29.11.24 (Christ Church and Exchange Street)
Ticket sales	Ticket machines and online payment services (PayByPhone and RingGo)	01.01.2020-31.12.2024 (combination of aggregate and hourly)

The ticket sales data was collected during the specified date period from both the ticket machines' online payment providers 'PayByPhone'<sup>5</sup> and 'RingGo'<sup>6</sup>. In October 2024, CEC changed provider from 'PayByPhone' to 'RingGo'. The car parks are free on Sundays therefore there is no ticket sales data available for 06.10.24 and 13.10.24.

The occupancy survey data was carried out by the data collection company Tracsis<sup>7</sup>; the surveys consisted of 24 hour camera recordings of the entries and exits to each car park to allow the estimation of hourly car park occupancies. The planned survey period for all the car parks to be surveyed was between 06.10.24 and 12.10.24. However due to technical problems two of the car parks were surveyed between 22.11.24 and 29.11.24. The specific car parks and when they were surveyed is included in the above table.

### 2.4.1 Car park locations and maximum observed occupancy

Regarding terminology, the 'maximum observed occupancy' refers to the highest number of parked vehicles recorded in each car park in any given hour for: i) a weekday ii) the Saturday and iii) the Sunday during the survey week. The weekday average takes the five weekdays together and finds an average for each hour. For example, it takes the period 09:00-10:00 occupancy for Monday-Friday and calculates an average occupancy for that hour.

The video count survey data and capacity for the car parks within the study area have been plotted in Figure 2-1 below for the average maximum weekday hourly occupancy. The two car parks with potential for release are shown in red, and the two figures presented are the overall capacity [in square brackets] and the maximum average weekday hourly occupancy (in round brackets). Figure 2-2 and Figure 2-3 shows the maximum hourly occupancy for the results recorded on Saturdays and Sundays respectively. Below is a summary of each figure:

- On weekdays, at their maximum observed occupancy, Churchill Way had 86 spare spaces and Duke Street had 140 spare spaces.
- On a typical Saturday, at their maximum observed occupancy, Churchill Way had 26 spare spaces and Duke Street had 119 spare spaces.

<sup>5</sup> [PayByPhone](#)

<sup>6</sup> [RingGo](#)

<sup>7</sup> [Tracsis](#)

## Macclesfield Car Park Feasibility Study Report

- On a typical Sunday, at their maximum observed occupancy, Churchill Way had 70 spare spaces and Duke Street had 235 spare spaces.



Figure 2-1: Car Park Locations, Overall Capacities and Maximum Observed Hourly Occupancy on a Weekday

## Macclesfield Car Park Feasibility Study Report



Figure 2-2: Car Park Locations, Overall Capacities and Maximum Observed Hourly Occupancy on a Saturday





Figure 2-3: Car Park Locations, Overall Capacities and Maximum Observed Hourly Occupancy on a Sunday

Table 2-5 below summarises the results above by displaying the highest average hourly occupancies for weekday, Saturday and Sunday for each car park, along with the times that these peaks in demand occur.

Table 2-5: Weekday and Weekend Maximum Average Occupancy and Time of Occurrence

Car Park	Weekday Average Maximum Occupancy	Hour	Saturday Maximum Occupancy	Hour	Sunday Maximum Occupancy	Hour
Churchill Way	69%	12:00-13:00	91%	11:00-12:00	75%	11:00-12:00
Duke Street	49%	11:00-12:00	57%	11:00-12:00	15%	18:00-19:00
Grosvenor Centre Multi Storey	51%	11:00-12:00	45%	11:00-12:00	17%	12:00-13:00
Old Library	69%	11:00-12:00	83%	11:00-12:00	76%	11:00-12:00
Whalley Hayes	70%	13:00-14:00	63%	13:00-14:00	36%	10:00-11:00
Jordangate Multi Storey	70%	13:00-14:00	64%	13:00-14:00	36%	10:00-11:00
Parsonage Street	67%	12:00-13:00	80%	15:00-16:00	100%	11:00-12:00
Exchange Street	88%	11:00-12:00	100%	11:00-12:00	100%	13:00-14:00
Christ Church	56%	11:00-12:00	44%	11:00-12:00	38%	10:00-11:00



## 2.4.2 24 Hour video occupancy surveys

This section uses data from the video occupancy surveys to analyse the observed daily usage of each car park on weekdays and weekends. The data presented in the following sections is based on the average number of vehicles parked in a car park for each hour based on 15-minute interval values provided by the 1-week survey. The car parks have been split into large and small car parks to show where displaced vehicles might be most easily accommodated, and parking consolidated.

The following definitions are provided which will be used within the analysis presented below. Alongside these is a summary of the current situation.

### Peak Parking Times

Most car parks experience their highest occupancy during lunchtimes on weekdays, typically between 11:00-13:00. This trend is consistent across Churchill Way, Duke Street, Christ Church, Exchange Street, Grosvenor Centre Multi-Storey, Jordangate Multi-Storey, Old Library, Parsonage Street, and Whalley Hayes car parks.

### Weekend Peaks

Saturdays are generally the busiest days for car parks, with peak times often extending from late morning to early afternoon. Sundays tend to have lower occupancy, except for specific car parks such as Exchange Street, which reaches capacity on a Sunday afternoon.

### Overnight Parking

There is a clearly identifiable demand for overnight parking across most car parks (between 5%-35% occupancy depending on the car park), suggesting usage by residents and visitors. This demand is generally higher at weekends. Resident permits are available for some of the car parks as listed below with the number of active permits and proportion of spaces this requires given in brackets respectively:

- Christ Church (32, 37%)
- Churchill Way (50, 18%)
- Duke Street (20, 7%)
- Jordangate (4, 2%)
- Old Library (2, 7%)
- Whalley Hayes (17, 7%)

## Capacity and Spare Capacity

Most car parks have spare capacity even during their busiest hours.

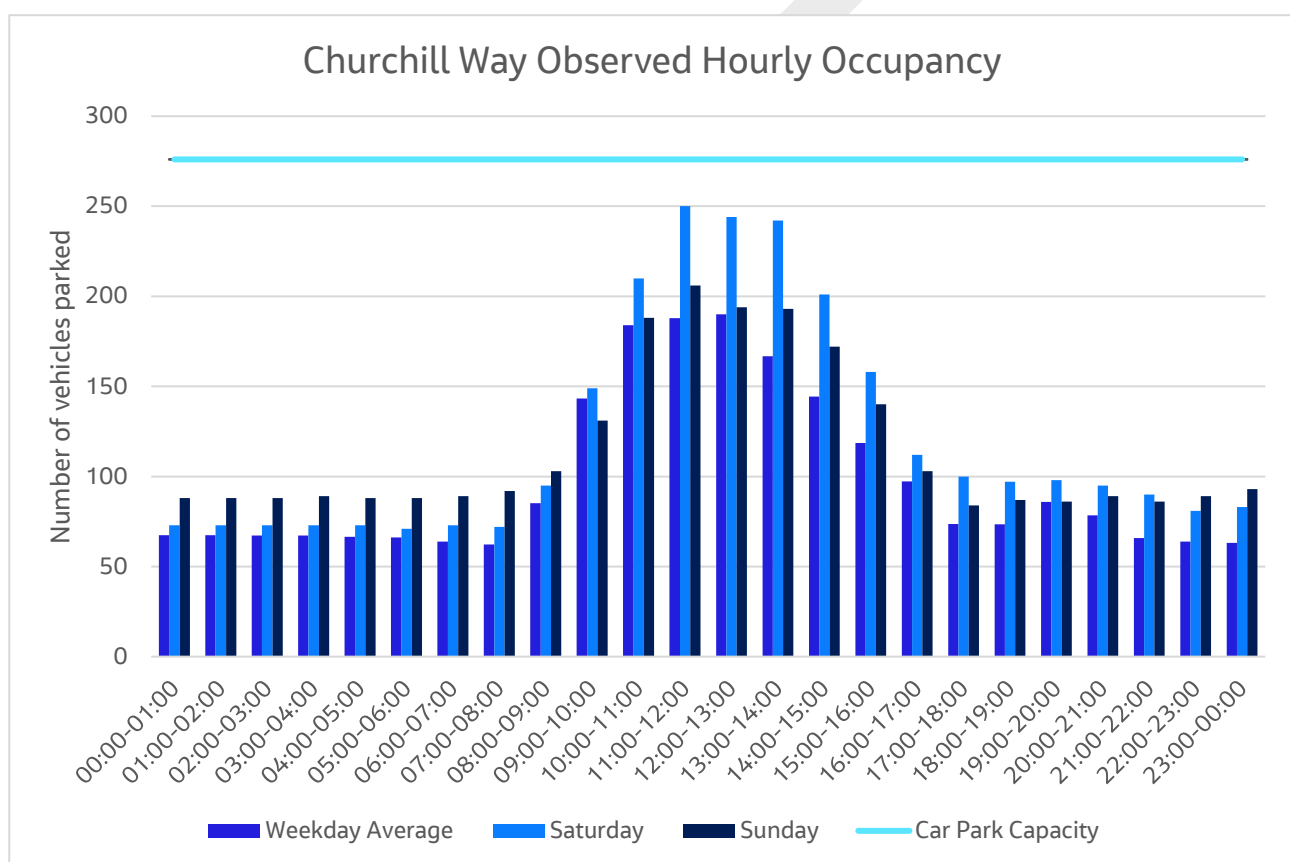
### Demand Outside Peak Hours

There is an observable level of demand for overnight parking most likely linked to residents and visitors.

## 2.4.2.1 Car Parks Potentially Suitable for Release

### 2.4.2.1.1 Churchill Way

Churchill Way Car Park is one of the two car parks identified as potentially suitable for release.

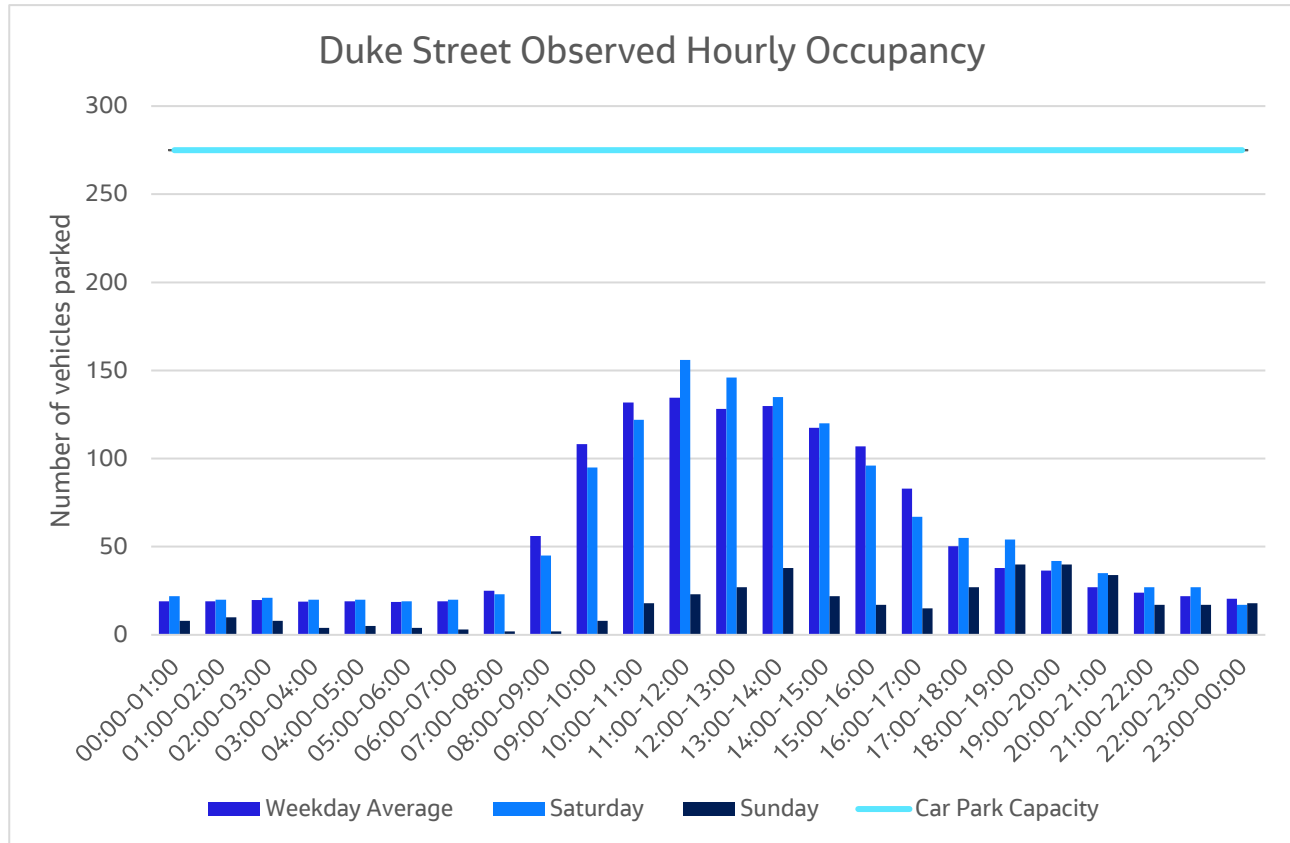


**Figure 2-4: Churchill Way Average Hourly Occupancy**

- On a weekday the highest average number of vehicles parked in Churchill Way car park occurs between 10:00-12:00 and totals a maximum of 190 vehicles. This is 86 vehicles less than the overall capacity of the car park.
- Car park occupancy peaks on Saturdays between 11:00-14:00 with around 250 vehicles parked. For most hours, Saturday parking also exceeds the weekday average and Sunday, generally making Saturday the busiest day of the week.
- There is a constant level of demand of approximately 65 vehicles on a weekday and 80 vehicles on a weekend outside the main daytime period between 18:00-08:00; this suggests the car park is being used for overnight parking most likely by residents and those visiting on a weekend.

### 2.4.2.1.2 Duke Street

Duke Street Car Park is the second car park identified as potentially suitable for release.



**Figure 2-5: Duke Street Average Hourly Occupancy**

- Similarly to Churchill Way car park, on a weekday the maximum number of vehicles parked in Duke Street car park occurs between 11:00-14:00, with a maximum of 135 vehicles. The spare capacity during the peak hour is 140 vehicles.
- Car park occupancy peaks on Saturdays between 11:00-12:00, with 156 vehicles. For most hours, it also exceeds the weekday average and Sunday, again making Saturday generally the busiest day of the week. Sunday experiences very low levels of parking, peaking at only 40 vehicles between 19:00-20:00.
- There is a constant level of demand of approximately 20 vehicles on a weekday and Saturday outside of the main daytime period between 20:00-08:00, however it is much lower on a Sunday at around 5 vehicles. This suggests that this car park is also being used for overnight parking by residents and potentially some overnight visitors on a weekday and Saturday.

## 2.4.2.2 Larger Car Parks Available for Displacement

### 2.4.2.2.1 Christ Church

Christ Church is located west of Churchill Way and Duke Street on Great King Street as shown in Figure 1-2.

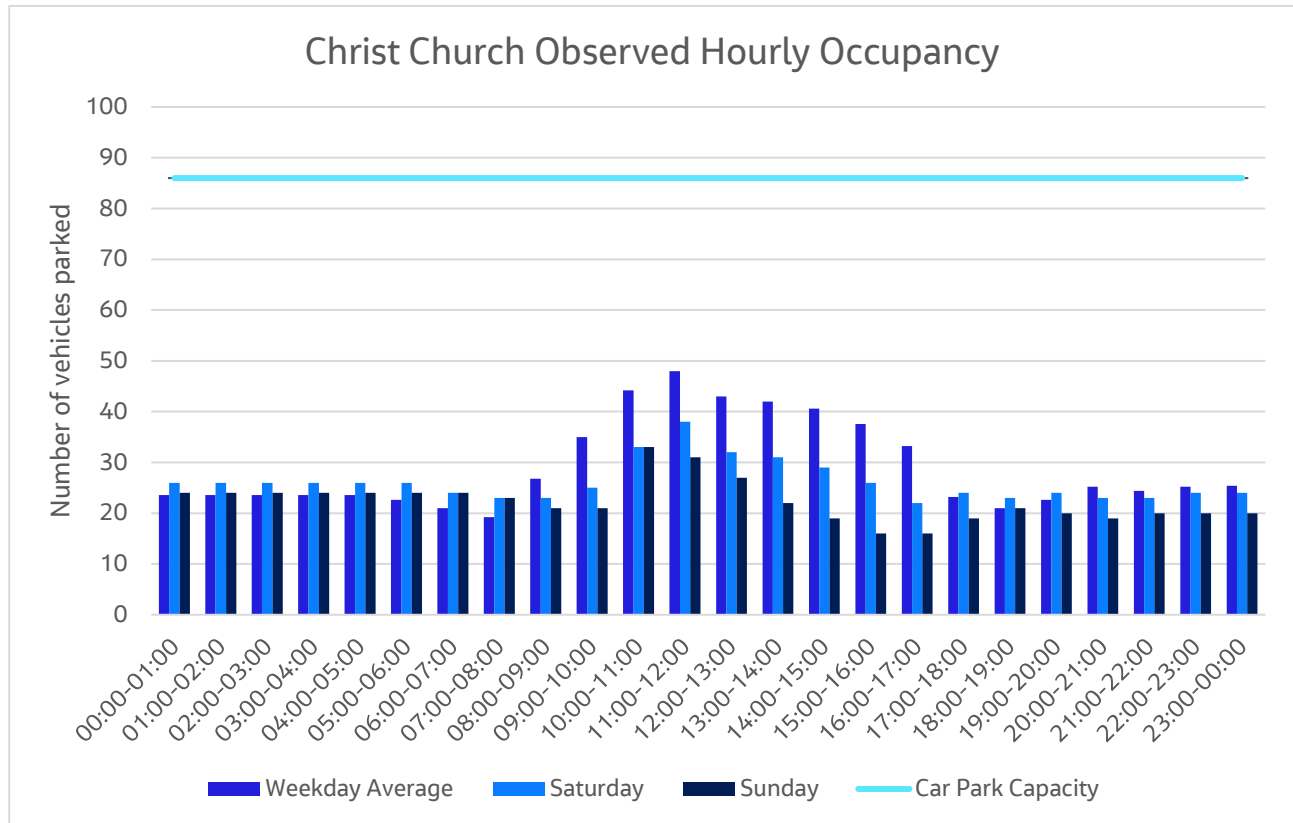


Figure 2-6: Christ Church Average Hourly Occupancy

- On a weekday the maximum number of vehicles parked in Christ Church occurs between 10:00-15:00, with a maximum of 48 vehicles between 11:00-12:00. The spare capacity during this peak hour is 36 vehicles. The weekday average is the peak occupancy for this car park.
- There is a constant level of demand of approximately 20 vehicles on all days outside of the main daytime period between 18:00-08:00. Again, this suggests the car park is being used for overnight parking by visitors and residents.

#### 2.4.2.2.2 Exchange Street

Exchange Street is located between Churchill Way and Duke Street on Exchange Street as shown in Figure 1-2.

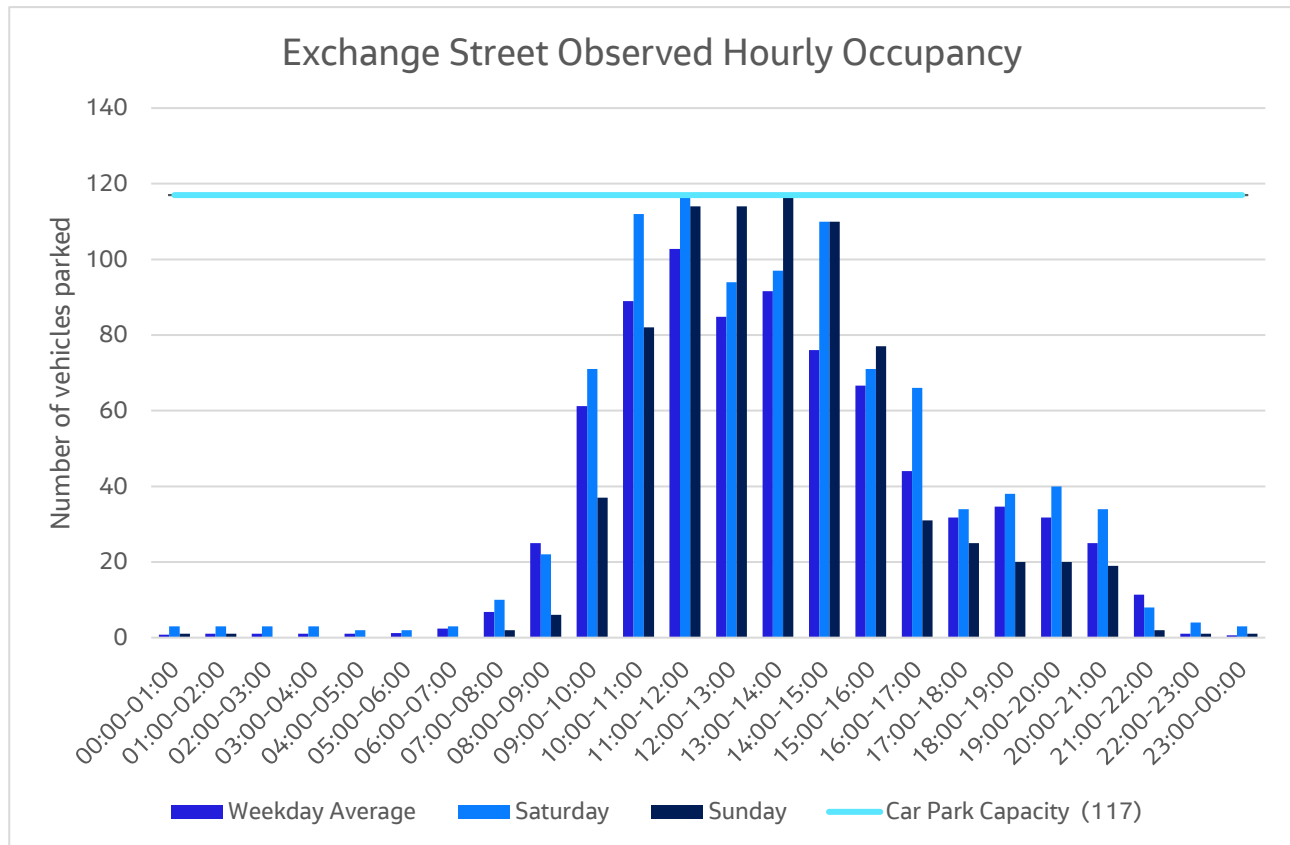


Figure 2-7: Exchange Street Average Hourly Occupancy

- On a weekday the maximum number of vehicles parked in Exchange Street car park occurs between 11:00-13:00, with a maximum of 103 vehicles between 11:00-12:00. The spare capacity during this peak hour is 14 vehicles.
- Car park occupancy peaks on a Saturday between 11:00-12:00 and a Sunday between 13:00-14:00 where the car park is at capacity. The Sunday occupancy exceeds the weekday average and Saturday demand between 12:00-16:00.

### 2.4.2.2.3 Grosvenor Centre Multi-Storey

Grosvenor Centre MSCP is a multi-storey car park north of Churchill Way and Duke Street connected to the Grosvenor Shopping Centre as shown in Figure 1-2. On a weekday Grosvenor Centre MSCP is open from 08:30-18:00; as shown in Figure 2-8 the analysis begins at 09:00. However, the 08:30-09:00 period has been accounted for within this column. There is also a surface level access point for service vehicles that were included in the survey data which marginally inflates the observed parking demand. It was deemed this inflation is negligible relative to overall demand based on local knowledge and anecdotal evidence. These service vehicles have been removed from the data outside the car park opening hours; however, during opening hours they have been included as a worst-case scenario. This suggests current and future usage would likely be slightly lower than reported by the data.

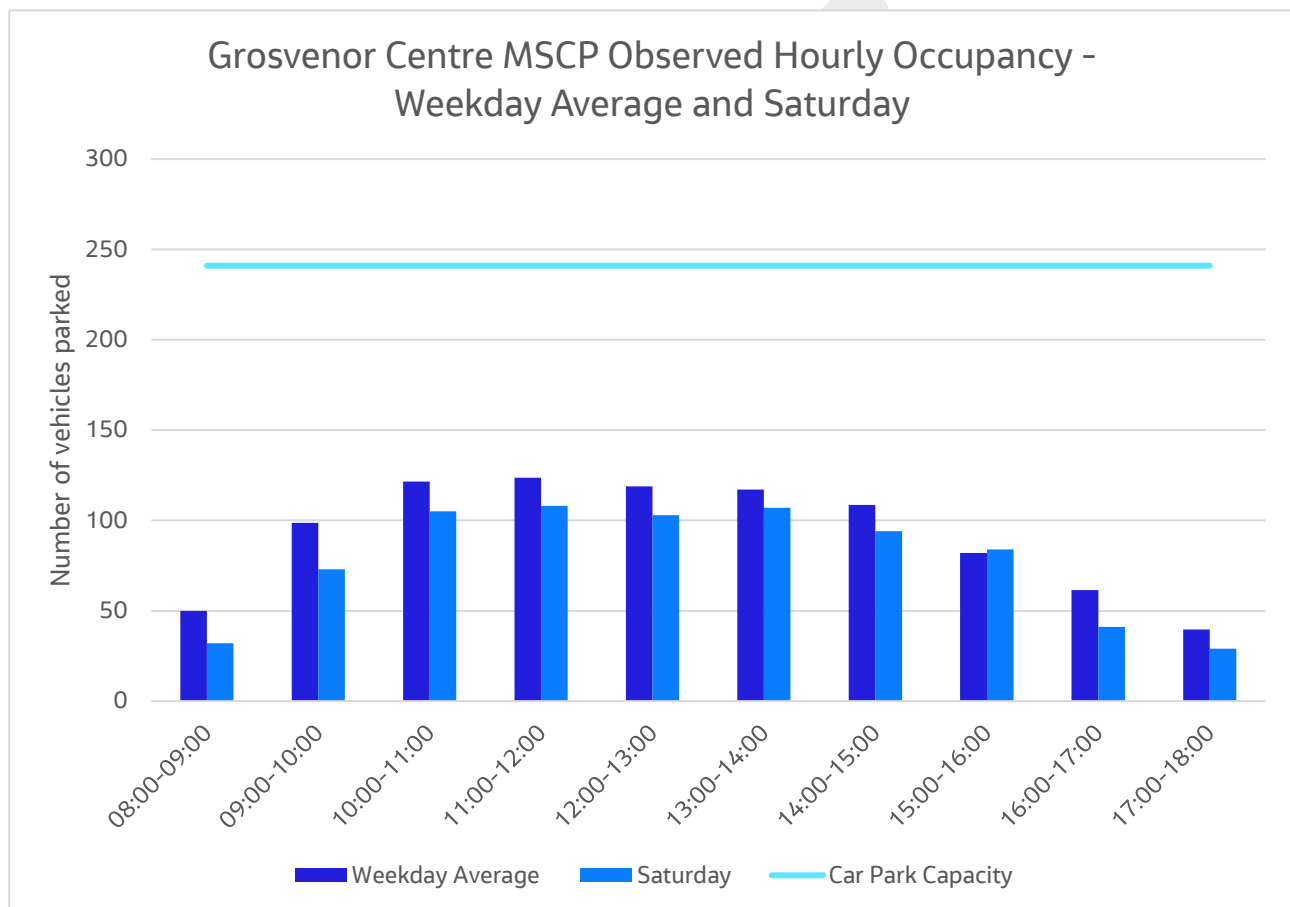
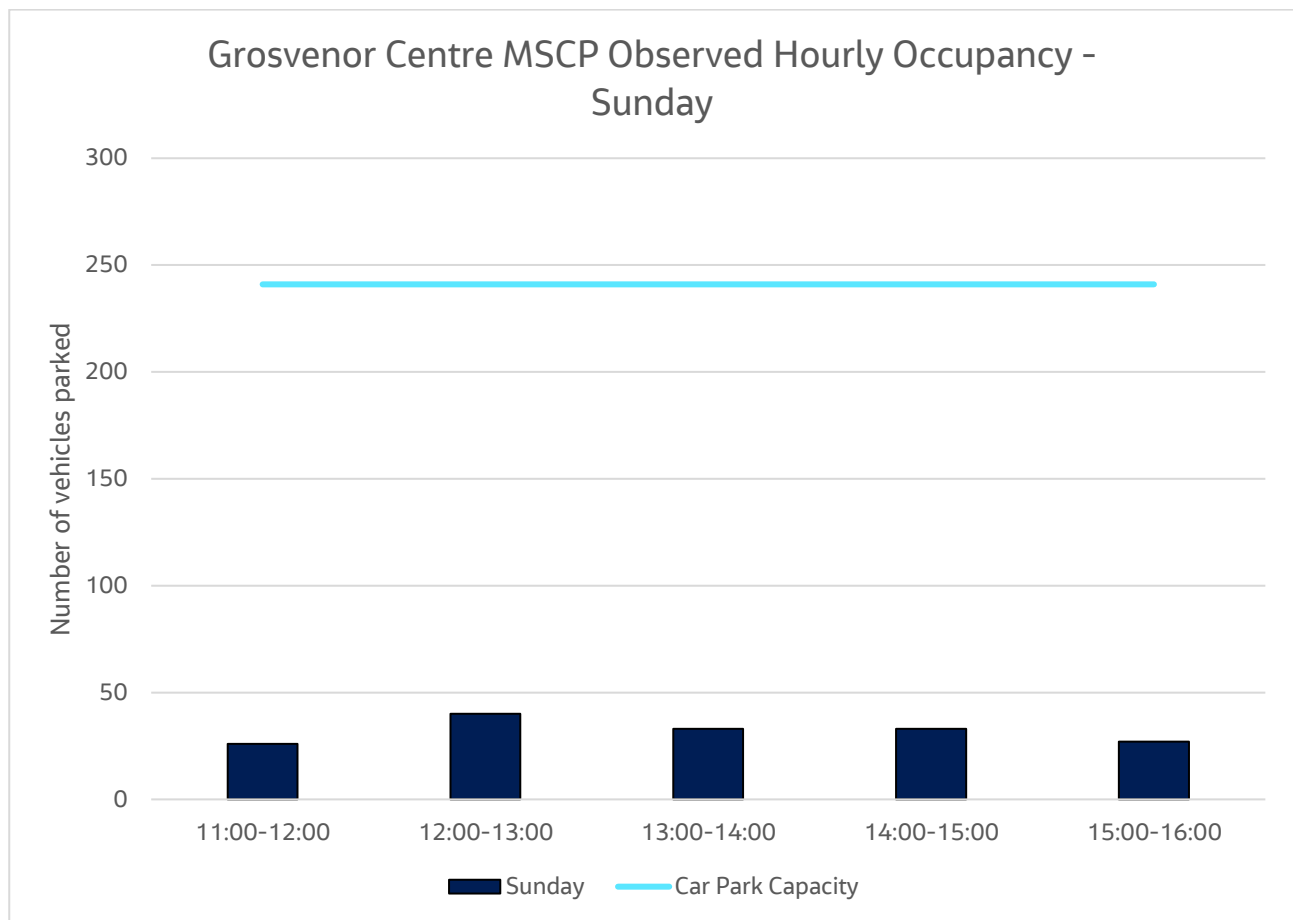


Figure 2-8: Grosvenor Centre Multi-Storey Average Hourly Occupancy Weekday Average and Saturday



**Figure 2-9: Grosvenor Centre Multi-Storey Average Hourly Occupancy Sunday**

- On a weekday the maximum number of vehicles parked in Grosvenor Centre Multi-Storey car park occurs between 10:00-15:00 with hourly totals at around 120 vehicles. This is as many as 117 vehicles less than the capacity of the car park.
- The weekday average is the peak occupancy for the car park, with Saturday following a similar trend in peak hours at about 10 vehicles less and Sunday has a relatively stable occupancy at around 25-40 vehicles per hour between 11:00-16:00.

#### 2.4.2.2.4 Jordangate Multi-Storey

Jordangate MSCP is located off Jordangate at the northern end of Macclesfield by the A537 as shown in Figure 1-2. As shown in Table 2-1 Jordangate MSCP is closed on a Sunday except for when the monthly Treacle Market is held when the car park opens between 11:00-16:00.

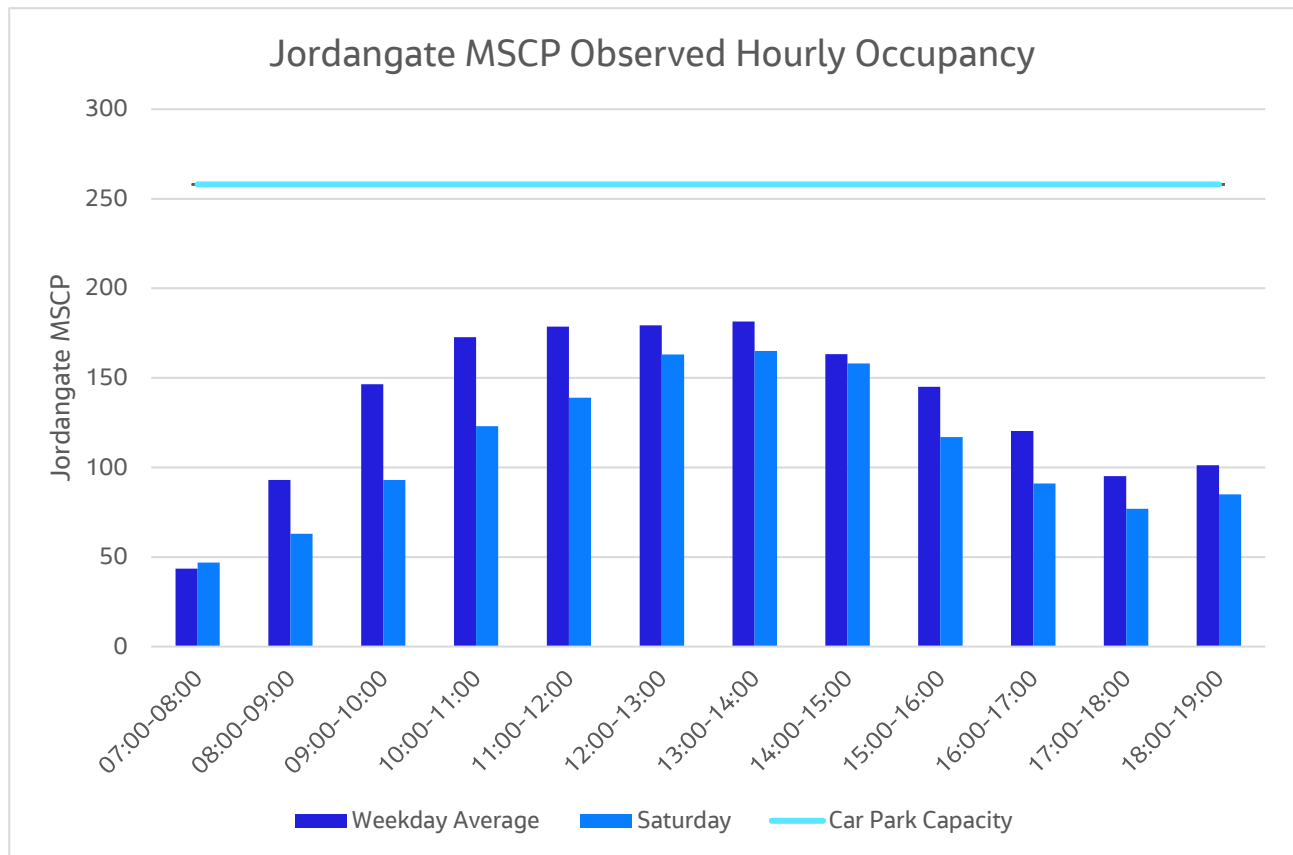


Figure 2-10: Jordangate MSCP Average Hourly Occupancy

- On a weekday and Saturday, the maximum number of vehicles parked in Jordangate MSCP occurs between 10:00-14:00 with weekday hourly totals reaching 181 vehicles and Saturday totals reaching 165 vehicles.



#### 2.4.2.2.5 Whalley Hayes

Whalley Hayes car park is located north of Churchill Way and Duke Street on Whalley Hayes and near to Cumberland Street as shown in Figure 1-2.

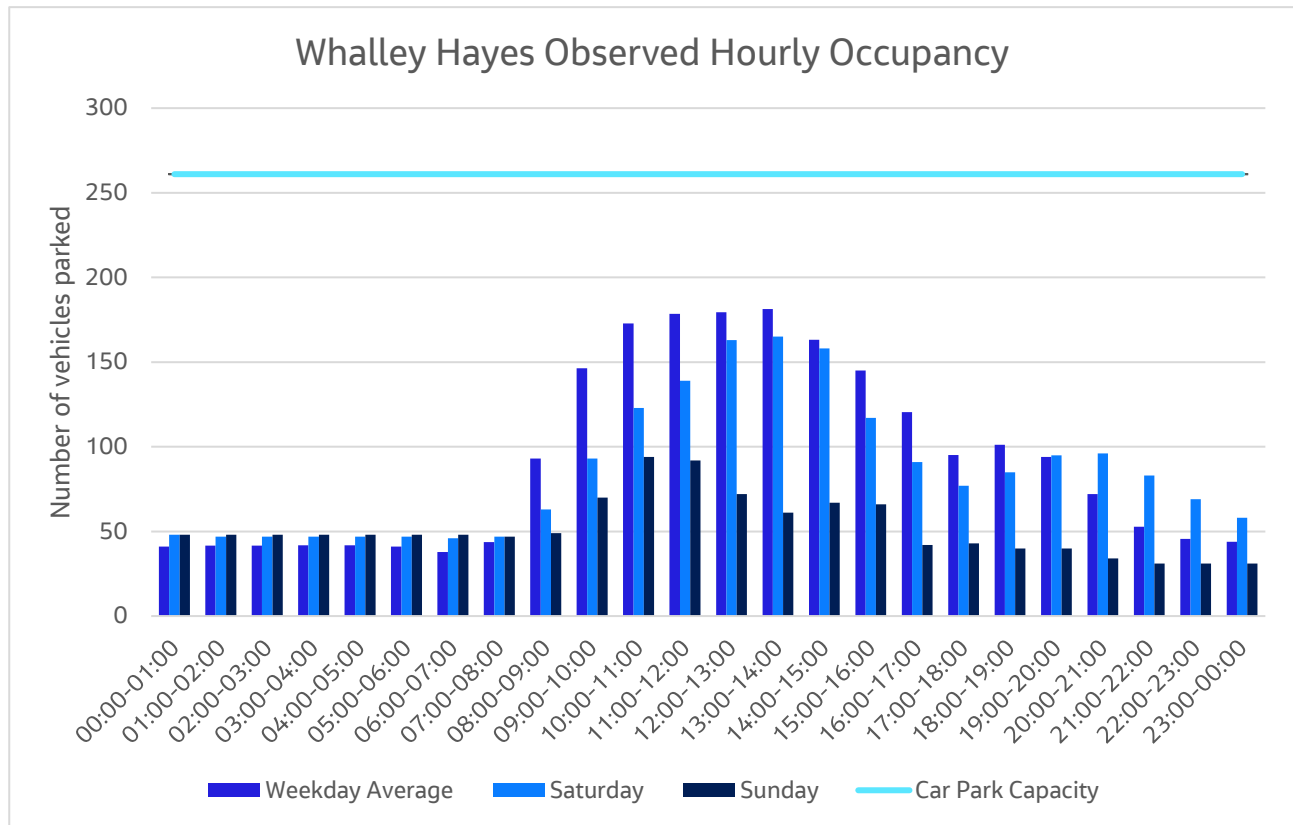


Figure 2-11: Whalley Hayes Average Hourly Occupancy

- On a weekday and Saturday, the car park is busiest between 11:00-14:00 with between 170-180 vehicles parked.
- The weekday average is generally the peak occupancy for the car park; Sunday has a much lower peak of around 80 vehicles less than the weekday average per hour.
- There is a steady level of demand of approximately 40 vehicles outside of the main daytime period between 22:00-08:00; this indicates the car park is being used for overnight parking by visitors and residents.

### 2.4.2.3 Smaller Car Parks Available for Displacement

#### 2.4.2.3.1 Old Library

Old Library car park is located south of Churchill Way and Duke Street on Park Lane as shown in Figure 1-2.

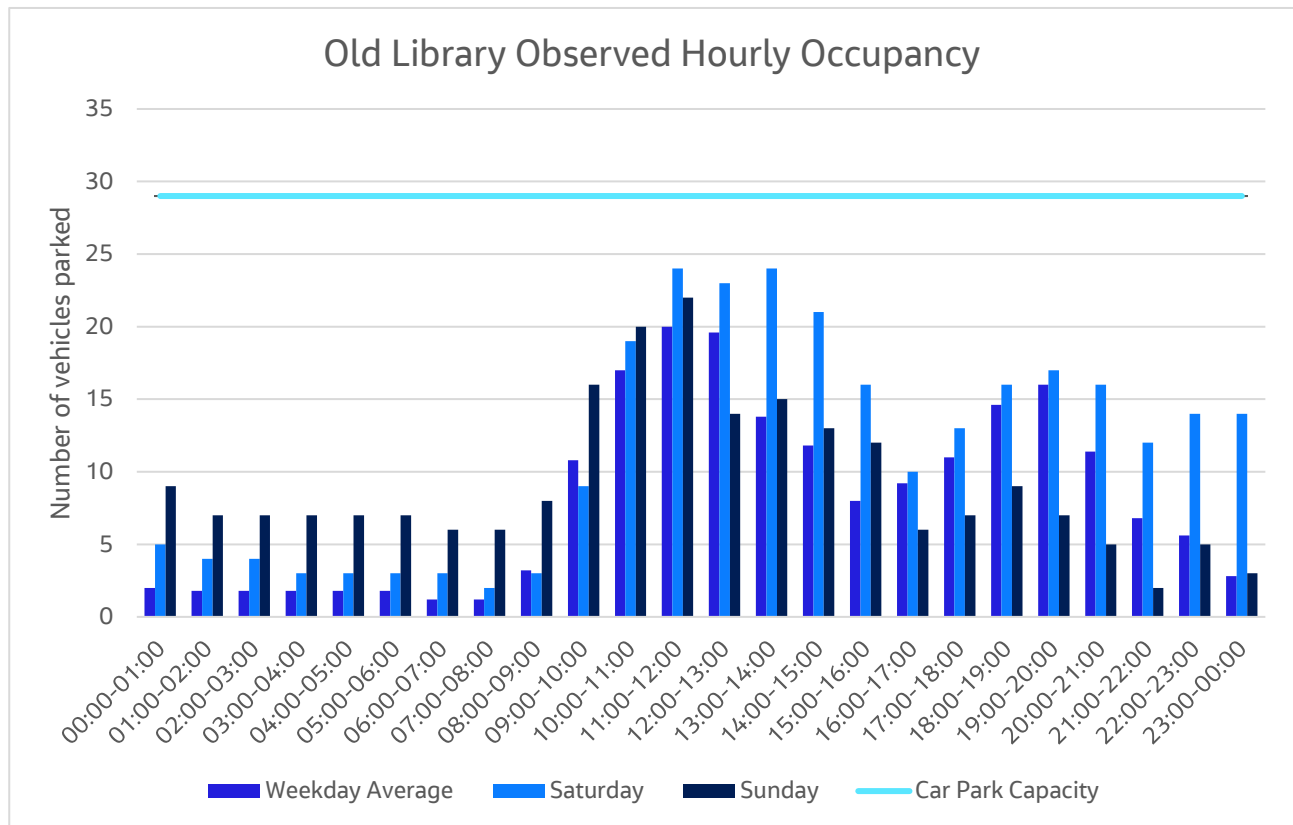


Figure 2-12: Old Library Average Hourly Occupancy

- The highest numbers of vehicles parked in Old Library car park occurs between 10:00-14:00 and the highest hourly total is 24 vehicles on a Saturday. On a Saturday there is a second (smaller) peak which can be seen in the evening between 18:00-21:00.

### 2.4.2.3.2 Parsonage Street

Parsonage Street car park is located south of Churchill Way and Duke Street on Parsonage Street as shown in Figure 1-2.

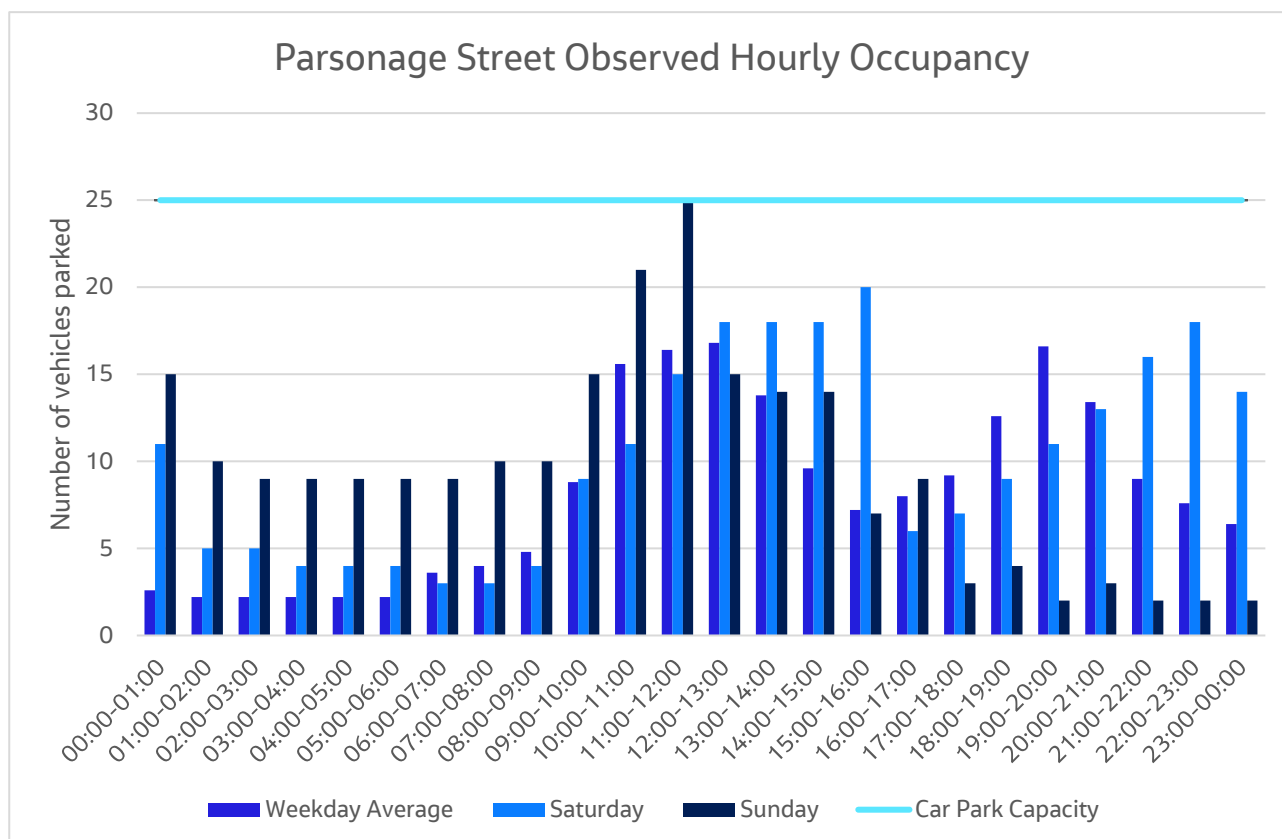


Figure 2-13: Parsonage Street Average Hourly Occupancy

- On a weekday the maximum average number of vehicles parked in Parsonage Street car park occurs between 11:00-13:00 and reaches 17 vehicles. This is 8 vehicles less than the capacity of the car park.
- On a Saturday, the demand for parking peaks between 15:00-16:00 at 20 vehicles. On a Sunday the demand reaches the capacity of the car park between 11:00-12:00.
- There is also a peak in parking demand on a weekday evening between 19:00-20:00 and on a Saturday between 22:00-23:00 which suggests the car park is popular with those visiting Macclesfield in the evening.

### 2.4.3 Treacle Market Sunday

Due to adverse weather conditions during the study period, it was not possible to complete a full parking demand survey on a Treacle Sunday around the same time as the video surveys. Instead, two manual surveys were undertaken on 26th January 2025 to estimate the occupancy in Christ Church, Grosvenor Centre MS and Jordangate MS car parks. Observations were taken at 11.30 and 14.30 respectively and the results are presented in Table 2-6 below alongside the typical Sunday values taken from the video survey data to illustrate how parking demand on a Treacle Market Sunday situation compares with a typical Sunday. Please note that on the survey date (26<sup>th</sup> January 2025) the Treacle Market closed early at around 13:30, again due to poor weather. Generally, the data suggests slightly higher parking demand in Christ Church and Grosvenor Centre MSCP in both the morning and afternoon periods on a Treacle Sunday compared to a typical Sunday. The

impact of this difference in demand in terms of vehicle displacement from Churchill Way and Duke Street car parks on a Treacle Sunday is reported in Section 3.1.7.

**Table 2-6: Observed Number of Empty Spaces on Treacle Market and Typical Sunday**

Time	Car Park	No. of Empty Spaces	
		Treacle Market Sunday	Typical Sunday
11:30	Christ Church	12	55
	Grosvenor Centre MS	194	214
	Jordangate MS	209	Closed
14:30	Christ Church	47	68
	Grosvenor Centre MS	207	206
	Jordangate MS	246	Closed

#### 2.4.4 Ticket sales data

As previously mentioned in Table 2-4 ticket sales data has been utilised for the purposes of this study. Table 2-7 shows the frequency of purchase of each ticket type for each car park during the survey period. Please note that there is no information for Sundays as car parking is currently free on a Sunday in Macclesfield. This data has been used in the next section of the report to assist with analysing displacement as it provides an assumption as to how long individual vehicles are parked for in each car park by time of day. A blank cell shows that this tariff type is not available for the car park in question.

Overall, this shows that the most popular duration of parking ticket across most car parks (including Churchill Way and Duke Street) is between 0-1 hours and 1-2 hours. In contrast in Jordangate MSCP, 6-12 hours is the most popular ticket duration indicative of all-day long stay parking.

Table 2-7: Ticket sales data proportions

		0-1/2 Hours	0-1 Hours	1-2 Hours	2-3 Hours	3-4 Hours	4-6 Hours	6-10 Hours	6-9.5 Hours	6-12 Hours	Total
Short Stay	Exchange Street	27%	40%	34%							100%
Long Stay	Duke Street		29%	36%	14%	6%	7%	7%			100%
Long Stay	Churchill Way		45%	33%	12%	4%	2%	4%			100%
Long Stay	Christ Church		36%	32%	11%	5%	3%	13%			100%
Long Stay	Grosvenor Centre MS		49%	31%	8%	2%	3%		6%		100%
Long Stay	Whalley Hayes		25%	35%	14%	6%	5%	15%			100%
Long Stay	Jordangate MS		17%	25%	13%	7%	8%			31%	100%
Long Stay	Old Library	18%	35%	27%	17%	4%					100%
Long Stay	Parsonage Street	12%	33%	37%	12%	7%					100%

### 3. Displacement assessment

#### 3.1 Scenarios and Methodology

Section 2.4.2 provides evidence from 24-hour video surveys of the current demand for the public car parks within the study area in and around Macclesfield town centre. This effectively sets the 'baseline' demand against which to test alternative car parking scenarios in terms of reduced capacity in Churchill Way and Duke Street with both the 'baseline' demand and a second level to reflect the potential change in the demand for parking in the future.

The following three elements were used to develop the list of scenarios to test:

- The number of car park spaces potentially removed from each car park (i.e. Churchill Way and Duke Street)
- The day of the week (i.e. weekday, Saturday, Sunday)
- The level of demand for town centre car parking (i.e. current or future)

In terms of reduced capacity at Churchill Way and Duke Street car parks, it was agreed to investigate the following considering the proposals presented in the Cushman and Wakefield 2023 report noted earlier in Section 1.1.

- Churchill Way car park:
  - Partial release to reduce capacity to 123 spaces
  - Full release leading to zero capacity
- Duke Street car park:
  - Partial release to reduce capacity to 105 spaces

To reflect the variability in parking demand across the week and for special events, it was also agreed to consider scenarios on:

- A typical weekday
- A typical Saturday
- A typical Sunday

A scenario was also developed to test a Treacle Market Sunday.

##### 3.1.1 Parking demand 2022 - 2024 - Aggregate Level

An analysis was undertaken to determine any potential trends in parking demand to assess a possible future scenario. Historic car park ticket sales were obtained from the CEC parking team over the last three years for the main car parks: Churchill Way, Duke Street, Exchange Street, Grosvenor Centre MS and Whalley Hayes. Data for smaller car parks in the study area was not available. We also excluded data older than three years due to the significant impacts of COVID-19 on travel behaviour.

The table below shows the percentage change in overall ticket sales from 2022 to 2024.

**Table 3-1: Percentage Change in Total Parking Transactions**

	Change in Total Parking Transactions by Year	
	2022-2023	2023-2024
<b>Total</b>	<b>-6.9%</b>	<b>6.6%</b>

The analysis of the 2 years data available indicates that no clear trend in parking demand since 2022; therefore, we have not developed a growth factor based on this data or drawn any conclusions about forecast demand at an aggregate level. Further data would be required to provide an estimate with sufficient confidence for reliable forecasting.

### 3.1.2 Trend in Parking Demand – Hourly Data

As there was no clear trend in demand at an aggregate level, we then explored with CEC whether hourly ticketing data was available to determine potential trends in the peak periods for each car park, as identified in Section 2.4.2.

At the time of writing, we did not have a complete dataset for historic hourly online sales data due to a change in online payment provider and access rights issues. Due to this limitation, we agreed with CEC to run a 'worst-case' sensitivity scenario to test the impact of demand increasing in the peak parking hours. However, we are aware that future transport strategy aspirations encourage more trips by non-car modes and discourage car use in and around the town centre. These results should therefore be considered as a stress test and any future analysis outside of this commission should look to test these assumptions with observed data.

As agreed with CEC, we tested a 10% increase in peak period parking demand identified from Section 2. Additional information from local planning documents was used to estimate the increase in households around Macclesfield and the expected weekly trips to the town centre requiring parking. We also considered trends in car ownership and use, such as a decline in driving license ownership among younger people.

The 10% growth estimate is not based on any particular empirical evidence but serves to gauge the sensitivity of the analysis to a potential increase in peak hour demand and is an illustrative scenario for the purposes of showing what might happen if peak parking demand were to increase by this amount. We recommend CEC monitor parking demand going forward to help identify if, and when, such an increase of 10% might be realised.

The table below shows the twelve scenarios to be tested; please note this excludes Treacle Market scenarios, these are analysed and referenced in Section 3.1.7.

Table 3-2: Schedule of Macclesfield Car Parking Scenarios to be tested excluding Treacle Market

	A: Weekday			B: Saturday			C: Sunday		
		Churchill Way	Duke Street		Churchill Way	Duke Street		Churchill Way	Duke Street
Scenario description	Scenario ID	Total car park spaces available		Scenario ID	Total car park spaces available		Scenario ID	Total car park spaces available	
Scenario 1: Partial release in both car parks; current demand	1A	123	105	1B	123	105	1C	123	105
Scenario 2: Partial release in both car parks; with +10% peak period growth	2A	123	105	2B	123	105	2C	123	105
Scenario 3: Full release of Churchill and partial release of Duke Street; current demand	3A	0	105	3B	0	105	3C	0	105
Scenario 4: Full release of Churchill and partial release of Duke Street; with +10% peak period growth	4A	0	105	4B	0	105	4C	0	105

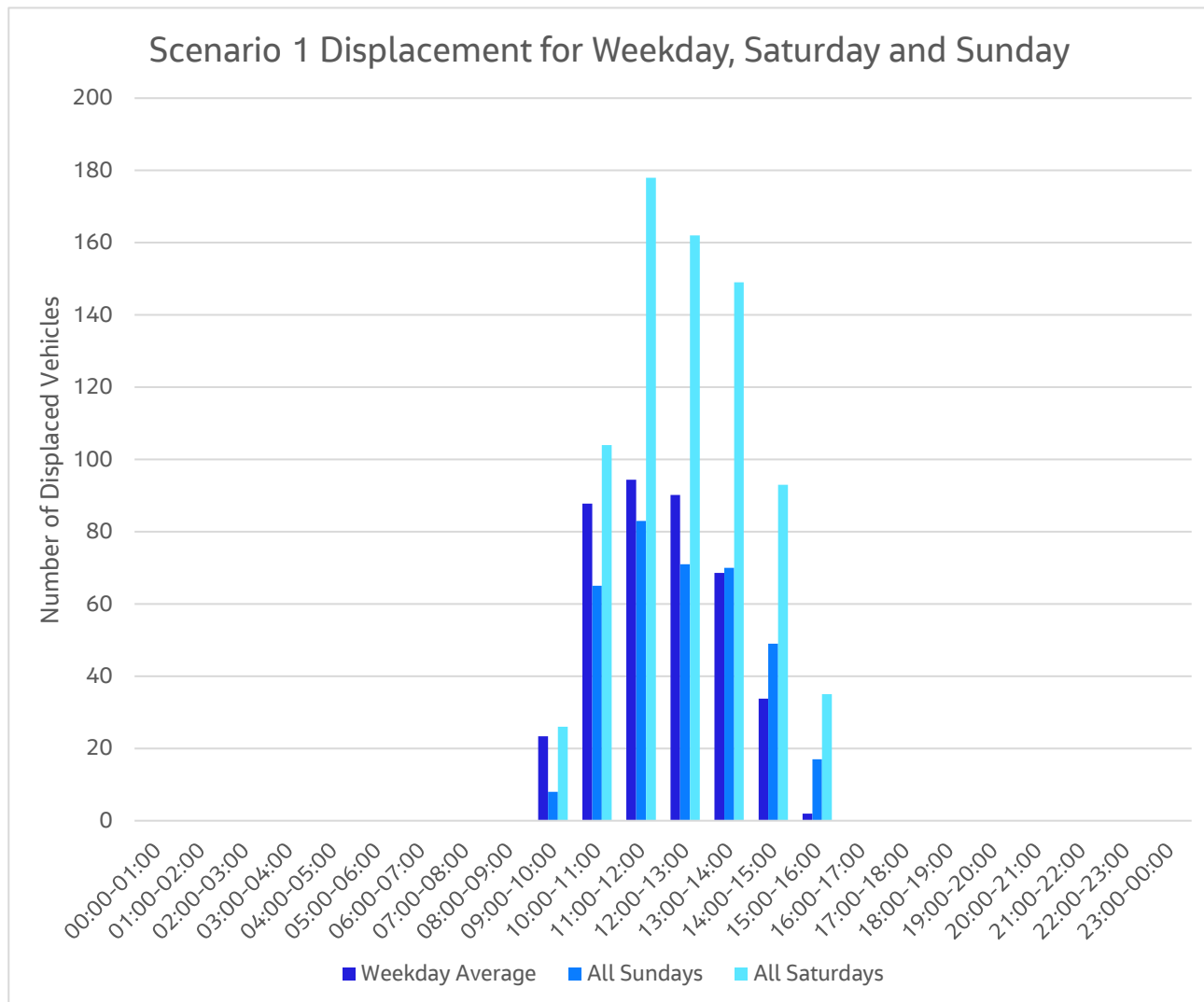
The results of the scenario assessments are shown in the following sections.



### 3.1.3 Scenario 1

Scenarios 1A-1C represent partial release of both car parks capacity with baseline demand.

The number of displaced vehicles in each hour from Churchill Way and Duke Street for the Weekday, Saturday and Sunday scenarios 1A-1C are shown below in Figure 3-1.



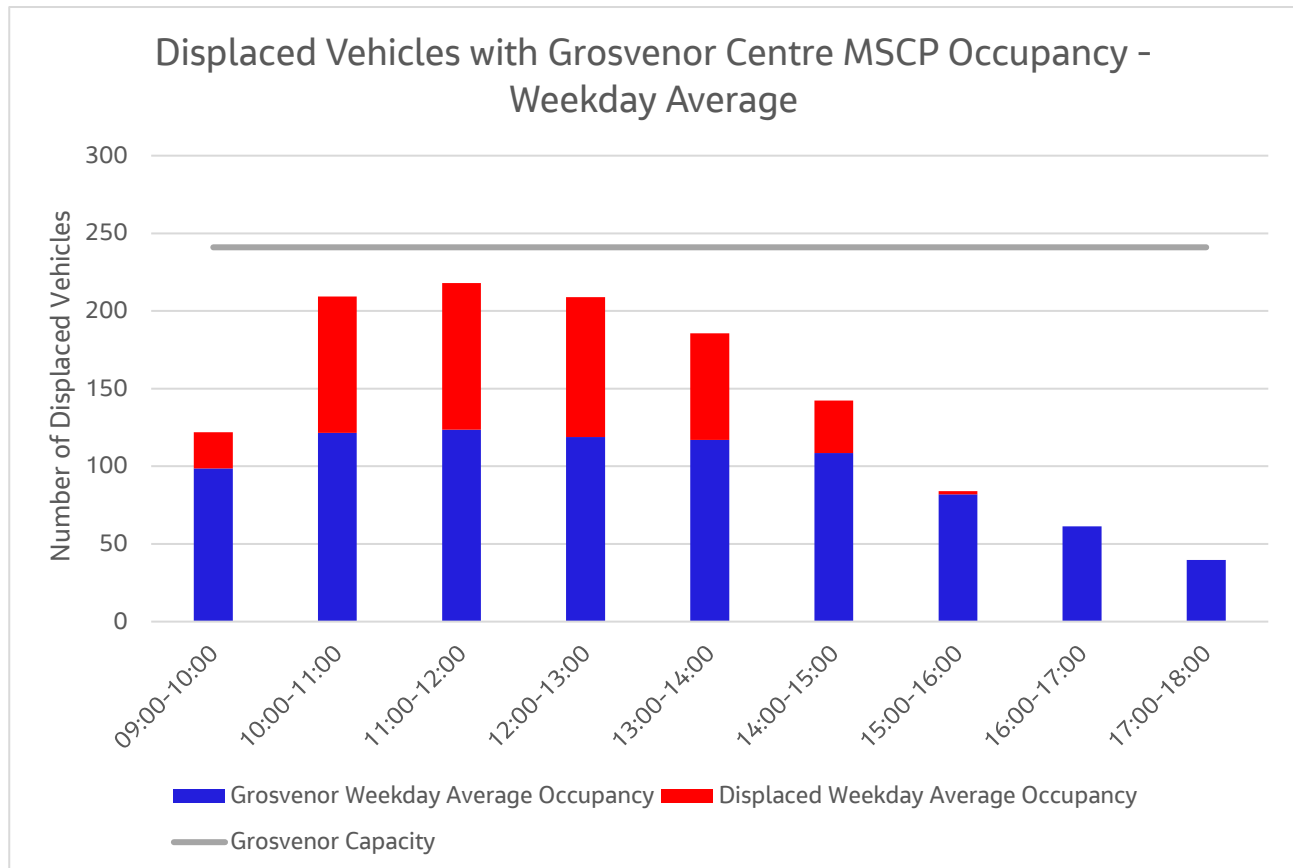
**Figure 3-1: Displacement for Scenario 1**

There is a similar trend for the number of displaced vehicles across all three days with a peak period between 10:00-14:00; however, the peak for weekdays and Sundays is at a lower level than on Saturdays by around 85 displaced vehicles. The highest number of displaced vehicles is on Saturday between 11:00-12:00 which is 178 vehicles. There are no displaced vehicles on any day between 16:00-09:00.

The following sections examine whether there is sufficient capacity to accommodate these displaced vehicles within Grosvenor Centre MSCP as a first-choice alternative option. This car park was selected due to its proximity to Duke Street and Churchill Way, as well as its relatively high capacity and low occupancy (as highlighted in Section 2). Furthermore, the parking tariff for Grosvenor Centre MSCP is broadly similar to Duke Street and Churchill Way as shown in Table 2-2.

### 3.1.3.1 Scenario 1A – Weekday Average

Figure 3-2 below illustrates the existing average weekday occupancy at Grosvenor Centre MSCP by hour (shown in blue), with the addition of the displaced vehicles from Churchill Way and Duke Street (shown in red). As stated in Table 2-1, on a weekday Grosvenor Centre MSCP is open from 08:30-18:00; as shown above, the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column.

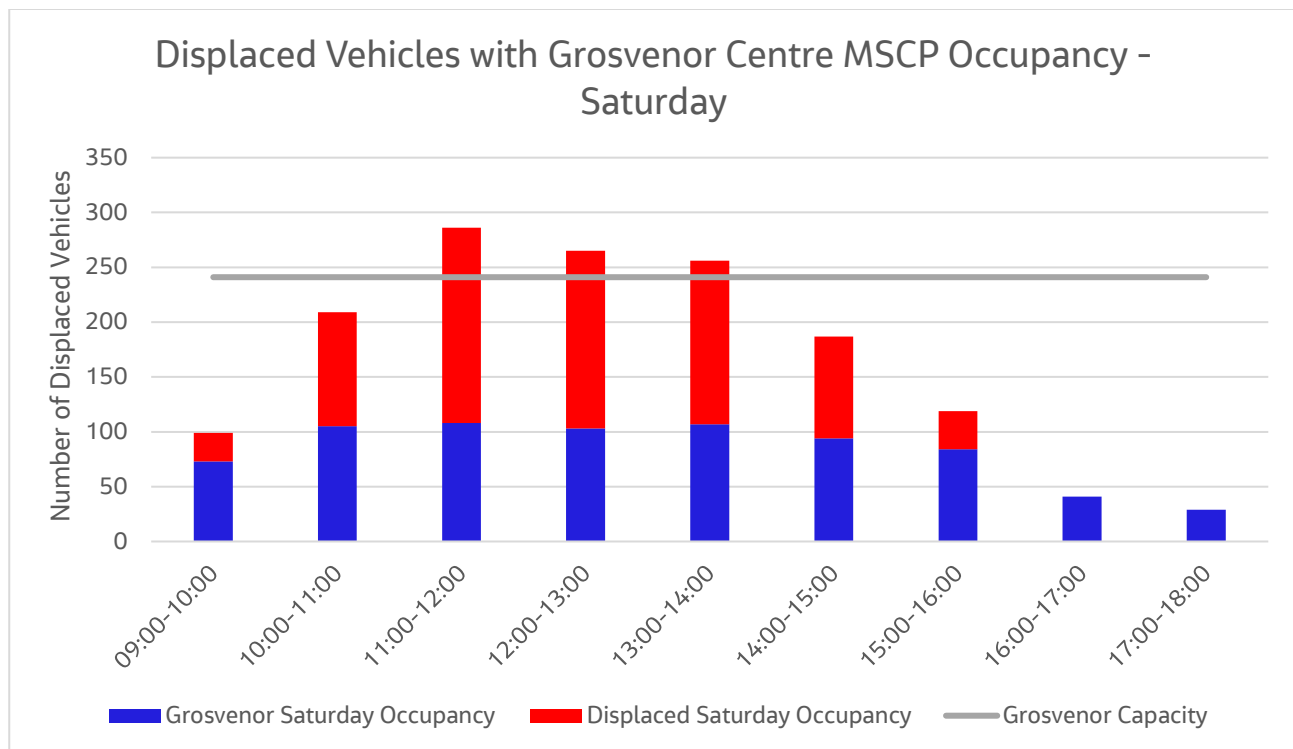


**Figure 3-2: Weekday Average Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could accommodate all displaced vehicles for the surveyed weekday average. Hence, no further analysis has been undertaken on spare capacity in other car parks.

### 3.1.3.2 Scenario 1B – Saturday

Figure 3-3 below illustrates the Saturday occupancy at Grosvenor, with the addition of the displaced vehicles from Churchill Way and Duke Street car parks. As shown below, the analysis begins at 09:00 however the 8:30-09:00 period has been accounted for within this column. During this 30-minute period, there are no issues with accommodating displaced vehicles elsewhere.



**Figure 3-3: Saturday Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 89% of displaced vehicles. However, during the peak period of parking demand of 11:00-14:00 there would be some overspill, with the highest number (45 vehicles) occurring between 11:00-12:00.

Table 3-3 below shows the remaining spare capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

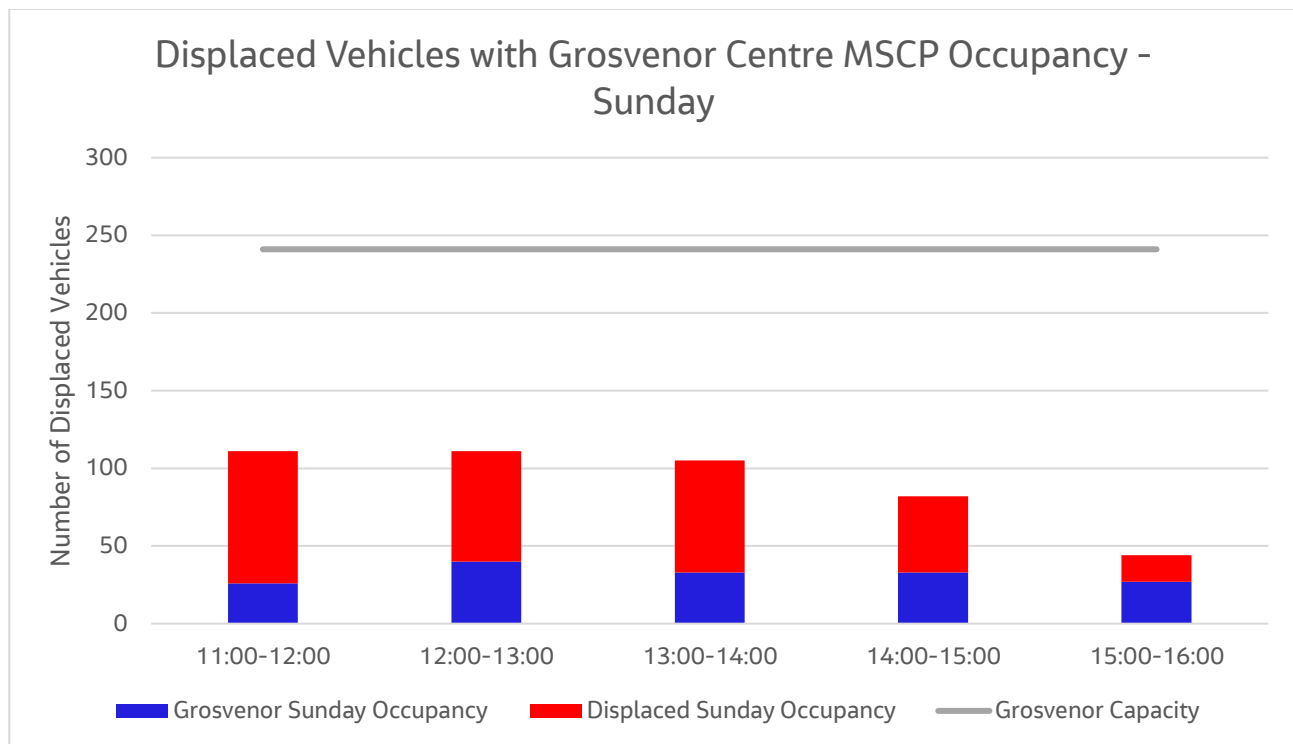
**Table 3-3: Displacement and Remaining Spare Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity after Redistribution
11:00-12:00	259	45	214
12:00-13:00	259	24	235
13:00-14:00	261	15	246

The table shows there is sufficient remaining capacity in the other car parks across the peak period and that there is still significant spare capacity remaining after redistribution. Consideration needs to be given as to where these vehicles could park and the location within the town centre. For example, finding a space further from the town centre may be unsuitable for some based people on walking distances, topography etc.

### 3.1.3.3 Scenario 1C – Sunday

Figure 3-4 below illustrates the typical Sunday occupancy at Grosvenor, with the addition of the displaced vehicles from the other car parks.



**Figure 3-4: Sunday Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could comfortably accommodate all the displaced vehicles from Churchill Way and Duke Street on a typical Sunday. However, there are several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP between 09:00-11:00 due to Grosvenor Centre MSCP being closed during these hours. The numbers of vehicles impacted in each hour are given in Table 3-4 below.

**Table 3-4: Vehicles Displaced Outside of Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
09:00-10:00	8
10:00-11:00	65

Analysis suggests there is sufficient remaining capacity in the other car parks during this 2-hour period and that there is still spare capacity after redistribution.

### 3.1.4 Scenario 2

Scenarios 2A-2C represent partial release of both car parks capacity with an estimated 10% growth applied across all car parks to the peak parking periods identified in Section 2.4.2.

The number of displaced vehicles each hour from Churchill Way and Duke Street for the Weekday, Saturday and Sunday scenarios 2A-2C are shown below in Figure 3-5.

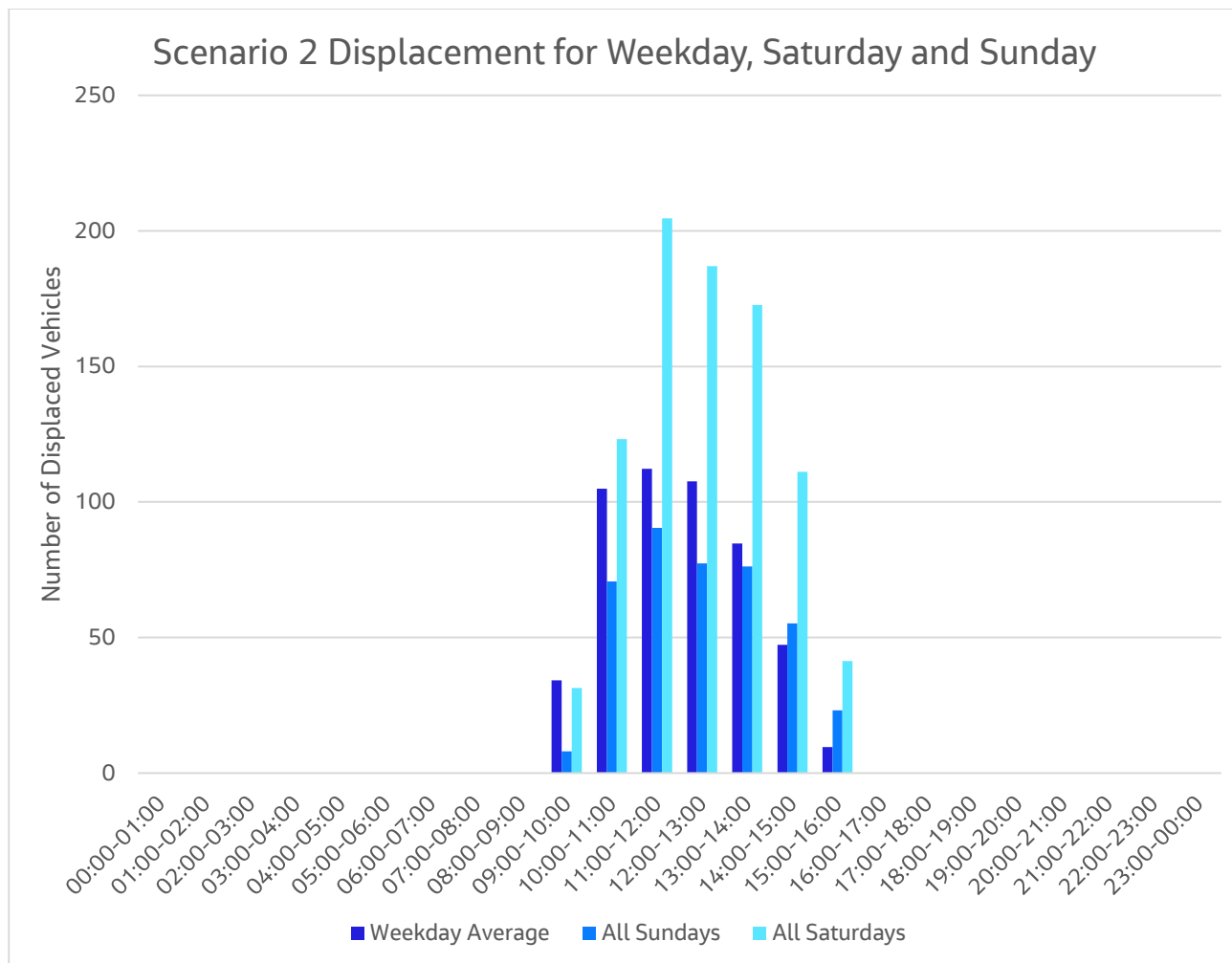


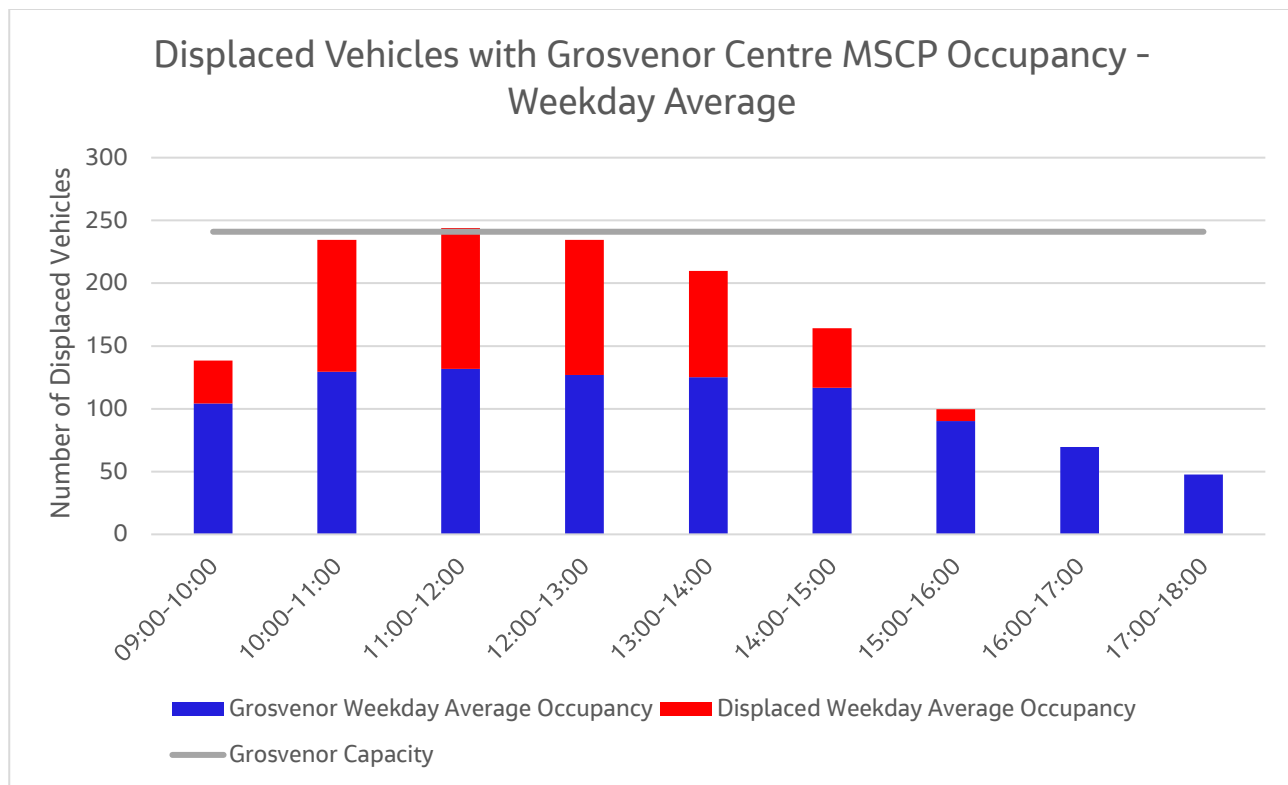
Figure 3-5: Displacement for Scenario 2

There is a similar trend for the number of displaced vehicles across all three days with a peak period between 10:00-15:00; however, the peak for weekday and Sundays is at a lower level than on Saturday by around 85-110 displaced vehicles. The highest number of displaced vehicles on a Saturday is between 11:00-12:00 which is 205 vehicles.

The following sections examine whether there is sufficient capacity to accommodate these displaced vehicles within Grosvenor Centre MSCP as a first-choice alternative option.

### 3.1.4.1 Scenario 2A – Weekday Average

Figure 3-6 below illustrates the existing average weekday occupancy at Grosvenor Centre MSCP by hour (shown in blue), with the addition of the displaced vehicles (shown in red). As stated in Table 2-1, on a weekday Grosvenor Centre MSCP is open from 08:30-18:00; as shown above the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column. There are no issues with accommodating displaced vehicles elsewhere during these early hours of operation.



**Figure 3-6: Weekday Average Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could accommodate 99% of displaced vehicles for the surveyed weekday average. There are 3 displaced vehicles in the 11:00-12:00 period. It is noted that the total values are very close to the capacity of the car park between 10:00-13:00; given the fluctuations in parking demand that occur, it is possible that some overspill may happen, albeit assumed to be at a low level under normal conditions.

Table 3-5 below shows the remaining spare capacity across the other car parks in the study area once the overspill vehicles have been redistributed.

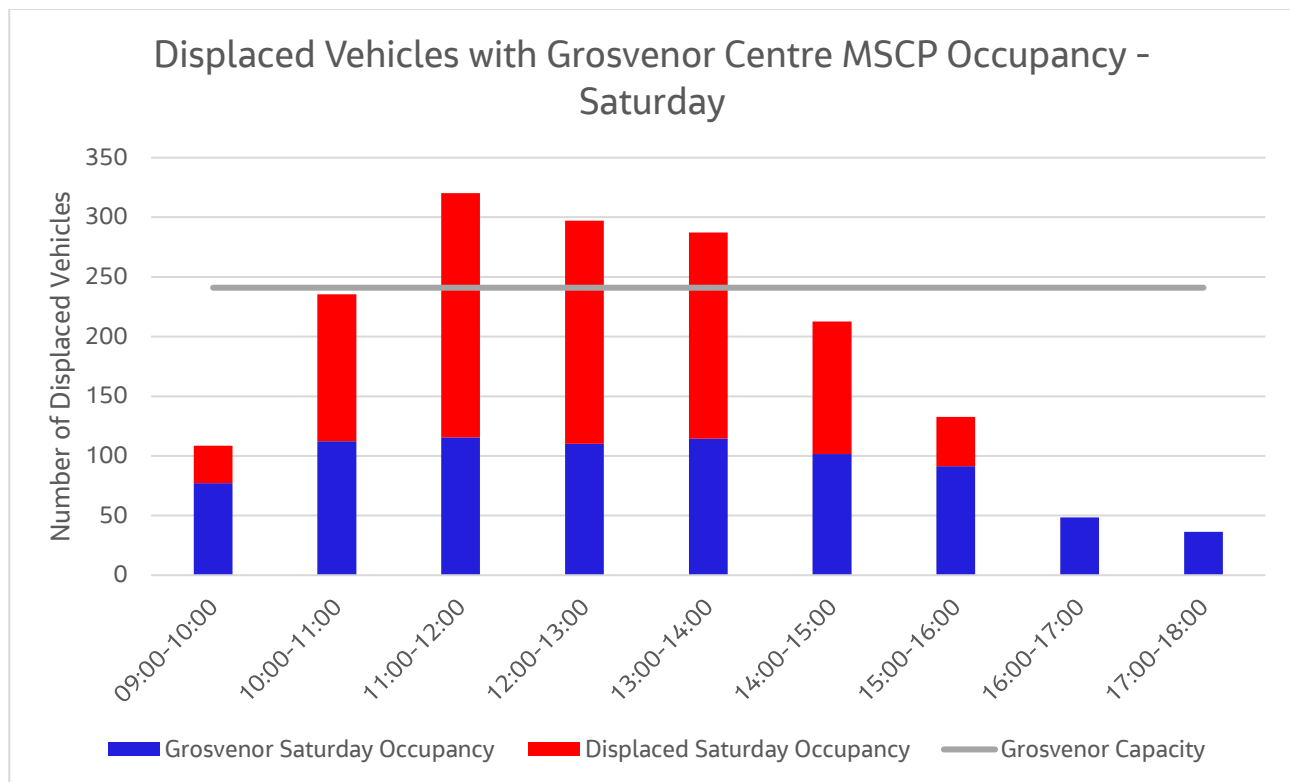
**Table 3-5: Displacement and Remaining Spare Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
11:00-12:00	316	3	313

The table shows there is sufficient remaining capacity in the other car parks across the peak parking period and that there is still significant spare capacity after redistribution. Consideration needs to be made as to where these vehicles could park and the location within the town centre. For example, finding a space further from the town centre may be unacceptable for some based on walking distances, topography etc.

### 3.1.4.2 Scenario 2B – Saturday

Figure 3-7 below illustrates the typical Saturday occupancy at Grosvenor, with the addition of the displaced vehicles from Churchill Way and Duke Street car parks. As shown below, the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column. There are no issues with accommodating displaced vehicles elsewhere during these early hours of operation.



**Figure 3-7: Saturday Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 79% of the displaced vehicles. However, during the peak period of parking demand of 11:00-14:00 there would be some overspill, with the highest number (79 vehicles) occurring between 11:00-12:00.

Table 3-6 below shows the remaining spare capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

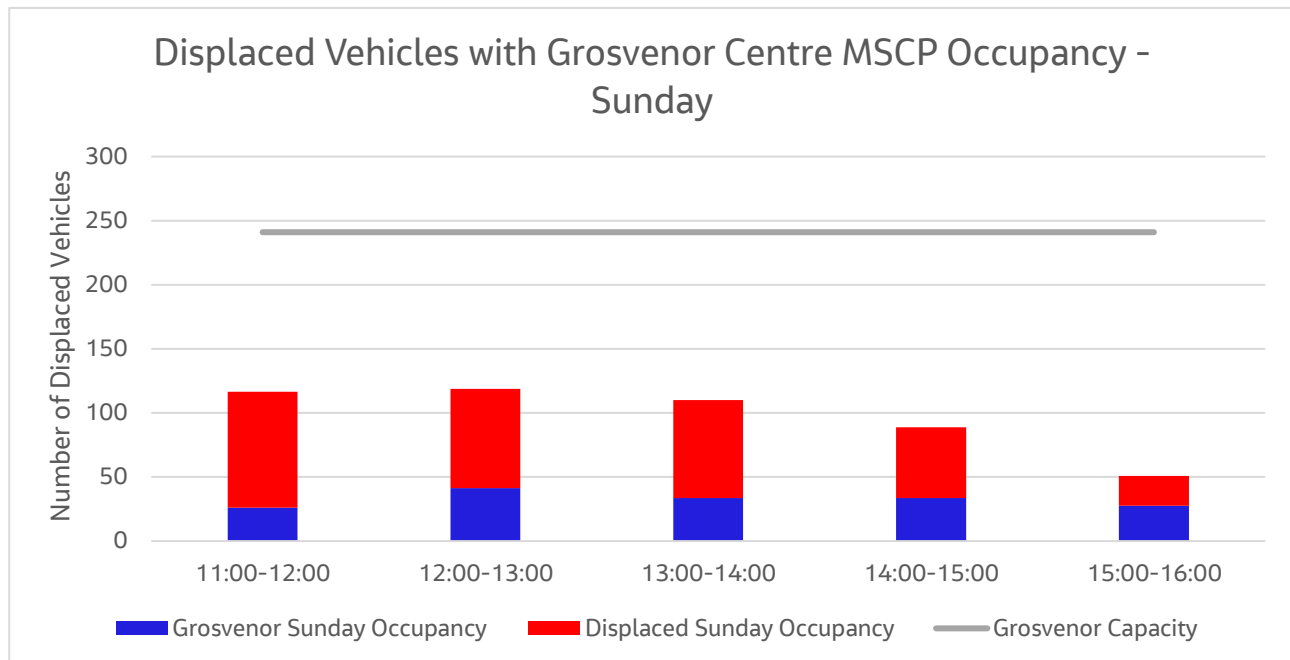
**Table 3-6: Displacement and Remaining Spare Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
11:00-12:00	214	79	134
12:00-13:00	214	56	158
13:00-14:00	216	46	170

The table shows there is sufficient remaining capacity in the other car parks across the peak period and that there is still significant spare capacity remaining after redistribution. Consideration needs to be made as to where these vehicles could park and the location within the town centre. For example, finding a space further from the town centre, or off-street parking may be unacceptable for some based on walking distances, topography etc.

### 3.1.4.3 Scenario 2C – Sunday

Figure 3-8 below illustrates the typical Sunday occupancy at Grosvenor, with the addition of the displaced vehicles from Duke Street and Churchill Way.



**Figure 3-8: Sunday Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could comfortably accommodate all the displaced vehicles from Churchill Way and Duke Street on a typical Sunday. However, there are several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP between 09:00-11:00 as Grosvenor Centre MSCP is not open during these hours. These are shown in Table 3-7 below.

**Table 3-7: Vehicles Displaced Outside of Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
09:00-10:00	8
10:00-11:00	71

This shows that for the hours 09:00-11:00, these vehicles will require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still spare capacity after redistribution.

### 3.1.5 Scenario 3

Scenarios 3A-3C represent the full release of Churchill Way car park and partial release of Duke Street capacity with baseline demand.

The numbers of displaced vehicles each hour from Churchill Way and Duke Street for the Weekday, Saturday and Sunday scenarios 3A-3C are shown below in Figure 3-9.



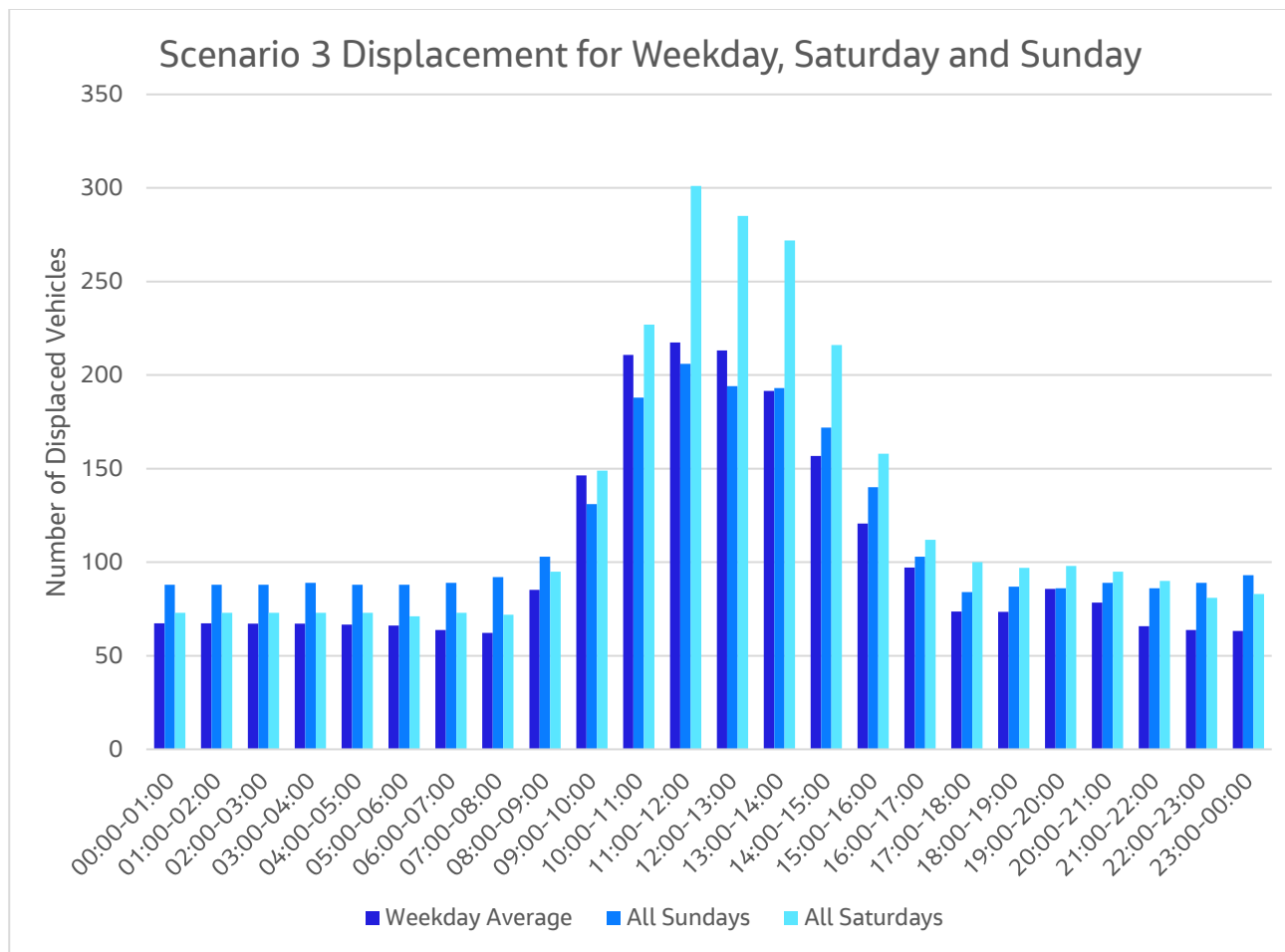


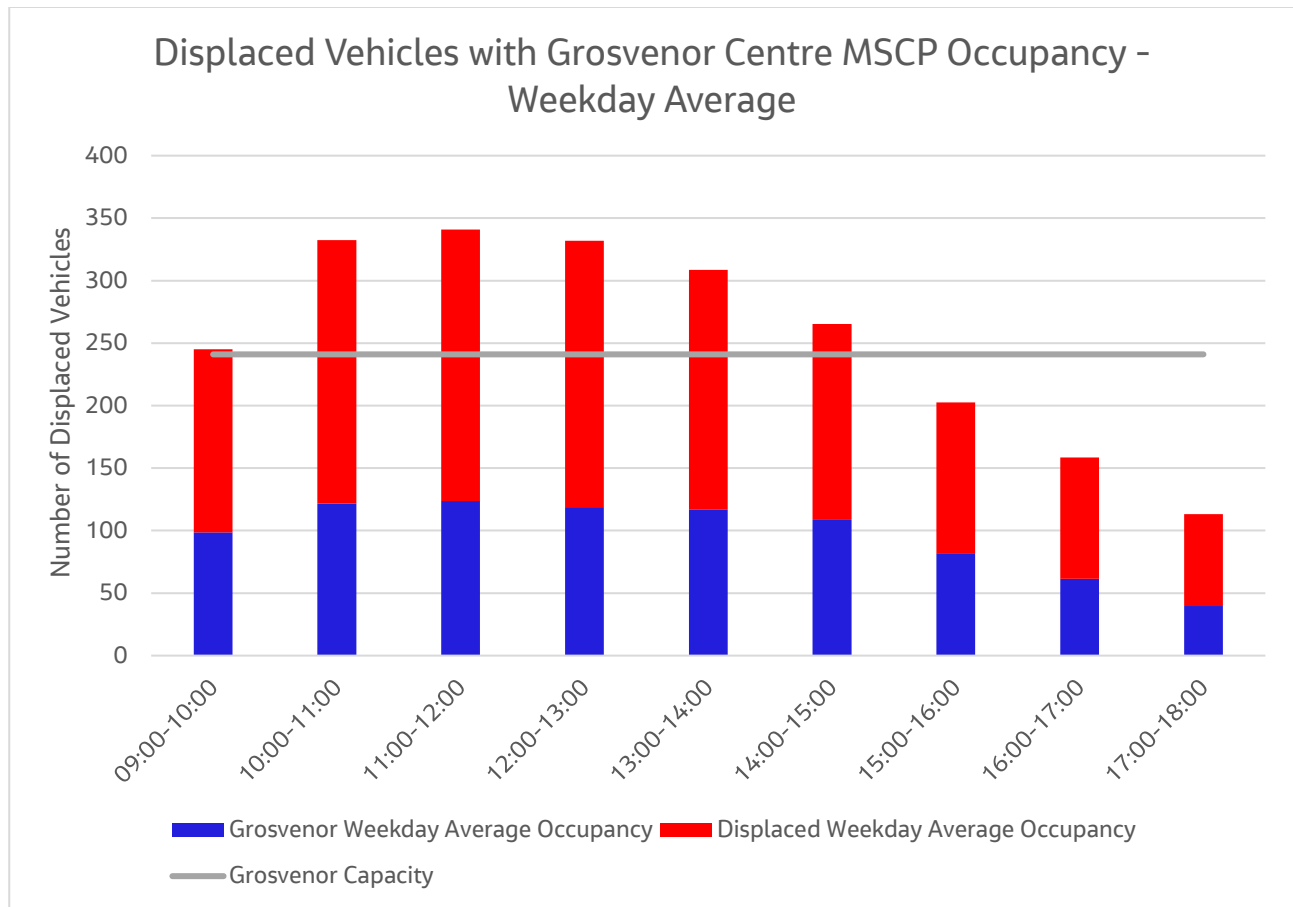
Figure 3-9: Displacement for Scenario 3

There is a similar trend for the number of displaced vehicles across all three days with a peak period between 10:00-15:00; however, the peak for weekday and Sundays is at a lower level than on Saturday by around 90 displaced vehicles. The highest number of displaced vehicles on a Saturday is between 11:00-12:00 which is 301 vehicles.

The following sections examine whether there is sufficient capacity to accommodate these displaced vehicles within Grosvenor Centre MSCP as a first-choice alternative option.

### 3.1.5.1 Scenario 3A – Weekday Average

Figure 3-10 below illustrates the existing average weekday occupancy at Grosvenor Centre MSCP by hour (shown in blue), with the addition of the displaced vehicles from Churchill Way and Duke Street (shown in red). As stated in Table 2-1, on a weekday Grosvenor Centre MSCP is open from 08:30-18:00; as shown above the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column.



**Figure 3-10: Weekday Average Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 73% of the displaced vehicles. However, during the period of 09:00-15:00 there would be overspill, with the highest number (100 vehicles) occurring between 11:00-12:00.

Table 3-8 below shows the remaining spare capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

**Table 3-8: Displacement and Remaining Spare Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
08:30-10:00	487	4	483
10:00-11:00	297	91	206
11:00-12:00	256	100	156
12:00-13:00	286	91	195
13:00-14:00	308	68	241
14:00-15:00	411	24	387

The table shows there is sufficient remaining capacity in the other car parks across the peak period and that there is still spare capacity remaining after redistribution. Consideration needs to be made as to where these vehicles could park and the location within the town centre. For example, finding a space further from the town centre, or off-street parking may be unacceptable for some based on walking distances, topography etc.

There are also several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP overnight from 18:00-08:30 as Grosvenor Centre MSCP is not open during these hours. These are shown in Table 3-9 below.

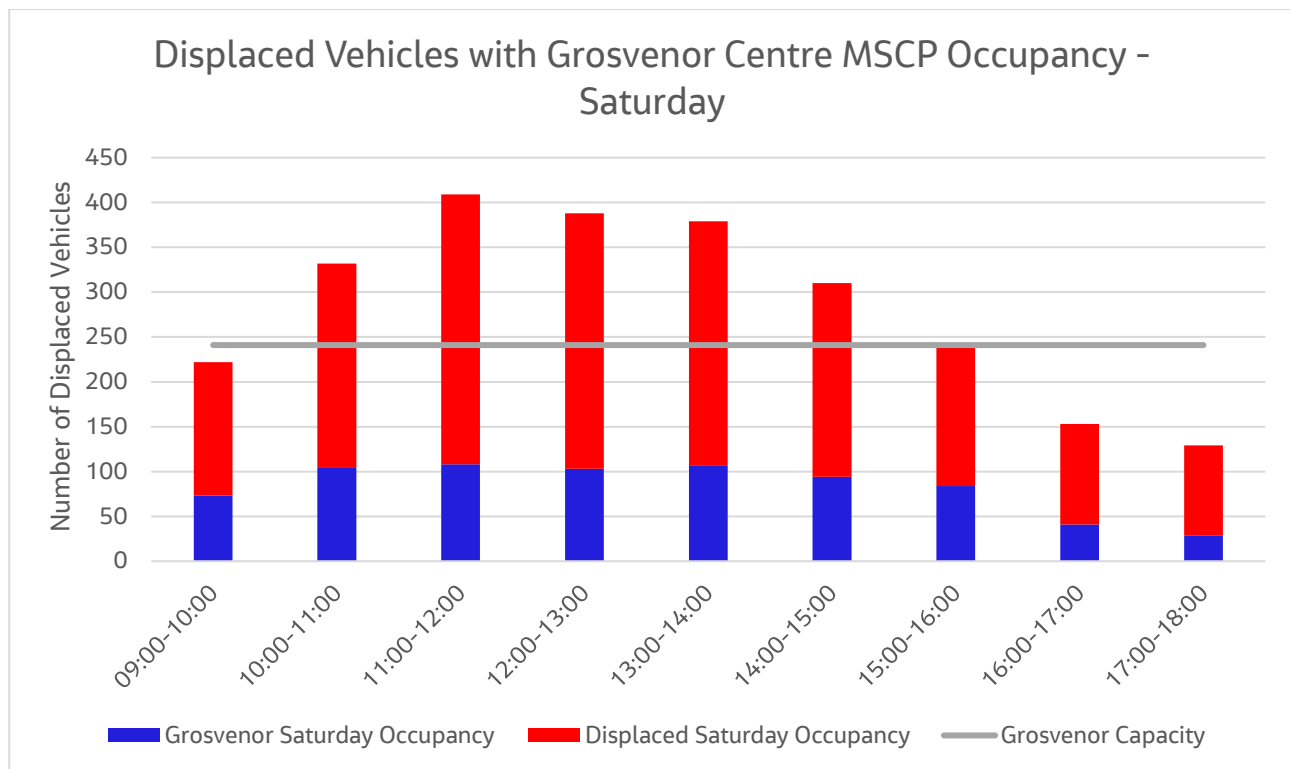
**Table 3-9: Vehicles Displaced Outside Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
00:00-01:00	67
01:00-02:00	67
02:00-03:00	67
03:00-04:00	67
04:00-05:00	67
05:00-06:00	66
06:00-07:00	64
07:00-08:00	62
08:00-08:30	85
Open Hours	
18:00-19:00	73
19:00-20:00	86
20:00-21:00	78
21:00-22:00	66
22:00-23:00	64
23:00-00:00	63

This shows that overnight from 18:00-08:30, these vehicles will require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still more than sufficient remaining spare capacity after redistribution.

### 3.1.5.2 Scenario 3B – Saturday

Figure 3-11 below illustrates the typical Saturday occupancy at Grosvenor, with the addition of the displaced vehicles from Churchill Way and Duke Street. As shown below, the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column.



**Figure 3-11: Saturday Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 66% of the displaced vehicles. However, during the period of 10:00-16:00 there would be some overspill, with the highest number (168 vehicles) occurring between 11:00-12:00.

Table 3-10 below shows the remaining capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

**Table 3-10: Displacement and Remaining Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
10:00-11:00	264	91	173
11:00-12:00	136	168	-32
12:00-13:00	136	147	-11
13:00-14:00	138	138	0
14:00-15:00	213	69	144
15:00-16:00	417	1	416

The table shows during the 1100-1400 period on Saturdays there would be insufficient spare capacity in the other car parks to meet the demand for parking during this 3-hour weekend peak period. On the demand side, some other behavioural response may be needed such as mode switching, finding a new destination or retiming the trip. In terms of supply, extra spaces would need to be provided. There seems to be adequate capacity on

the shoulders of this 11:00-14:00 peak so trip retiming to spread the peak would appear to be an option. This could be encouraged for example by car park price incentives.

There are also several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP overnight from 18:00-08:30 as Grosvenor Centre MSCP is not open during these hours. These are shown in Table 3-11 below.

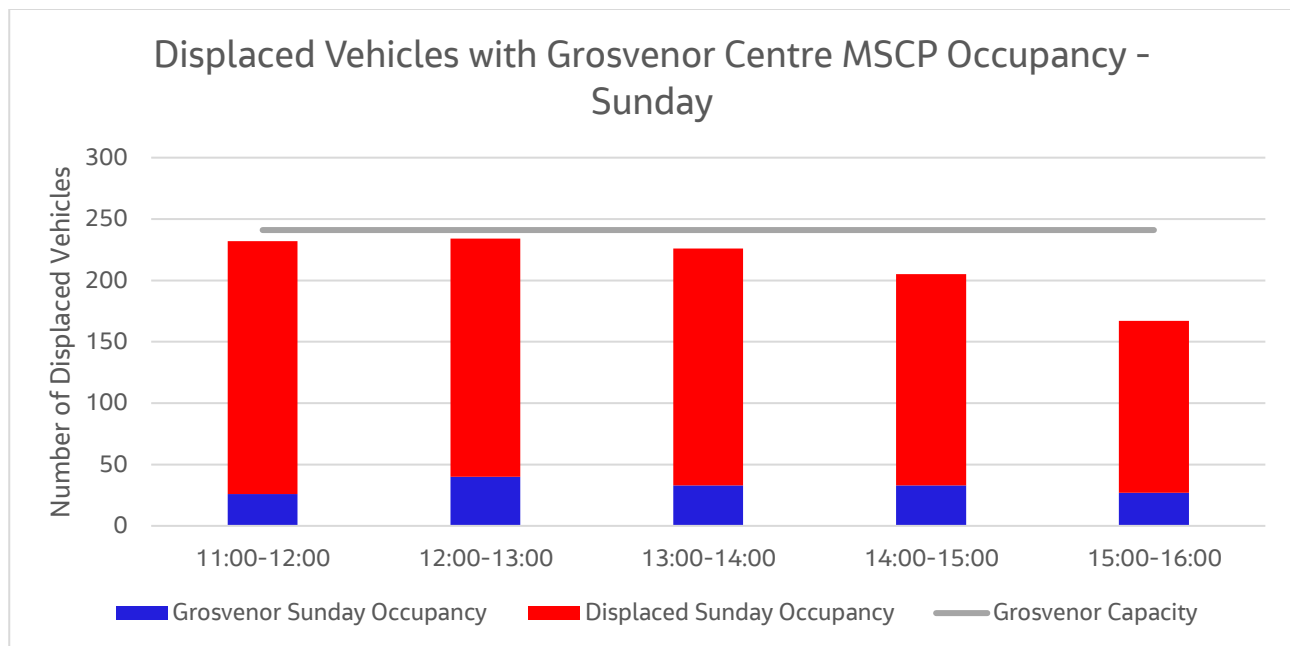
**Table 3-11: Vehicles Displaced Outside Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
00:00-01:00	73
01:00-02:00	73
02:00-03:00	73
03:00-04:00	73
04:00-05:00	73
05:00-06:00	71
06:00-07:00	73
07:00-08:00	72
08:00-08:30	95
Open Hours	
18:00-19:00	97
19:00-20:00	98
20:00-21:00	95
21:00-22:00	90
22:00-23:00	81
23:00-00:00	83

This shows that overnight from 18:00-08:30 these vehicles would require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks throughout this period and that there is still capacity remaining spare after redistribution for parking.

### 3.1.5.3 Scenario 3C – Sunday

Figure 3-12 below illustrates the typical Sunday occupancy at Grosvenor, with the addition of the displaced vehicles from the other car parks.



**Figure 3-12: Sunday Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could accommodate all the displaced vehicles from Churchill Way and Duke Street on a typical Sunday. It is noted that the total values are very close to the capacity of the car park, therefore given the fluctuations in parking demand that occur, it is possible that some overspill may happen, albeit assumed to be at a low level under normal conditions. Outside of Grosvenor Centre MSCP opening hours there are several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP overnight from 16:00-11:00. These are shown in Table 3-12 below.

**Table 3-12: Vehicles Displaced Outside of Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
00:00-01:00	88
01:00-02:00	88
02:00-03:00	88
03:00-04:00	89
04:00-05:00	88
05:00-06:00	88
06:00-07:00	89
07:00-08:00	92
08:00-09:00	103
09:00-10:00	131
10:00-11:00	188
Open Hours	
16:00-17:00	103
17:00-18:00	84
18:00-19:00	87
19:00-20:00	86
20:00-21:00	89
21:00-22:00	86
22:00-23:00	89
23:00-00:00	93

This shows that overnight from 16:00-11:00, these vehicles will require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still spare capacity remaining after redistribution.



### 3.1.6 Scenario 4

In this report, Scenarios 4A-4C have been assessed since they represent the 'worst case scenario' in terms of the largest reduction in car park capacity together with an estimated 10% growth in demand applied across all car parks. The numbers of displaced vehicles each hour from Churchill Way and Duke Street for the Weekday, Saturday and Sunday scenarios 4A-4C are shown below in Figure 3-13.

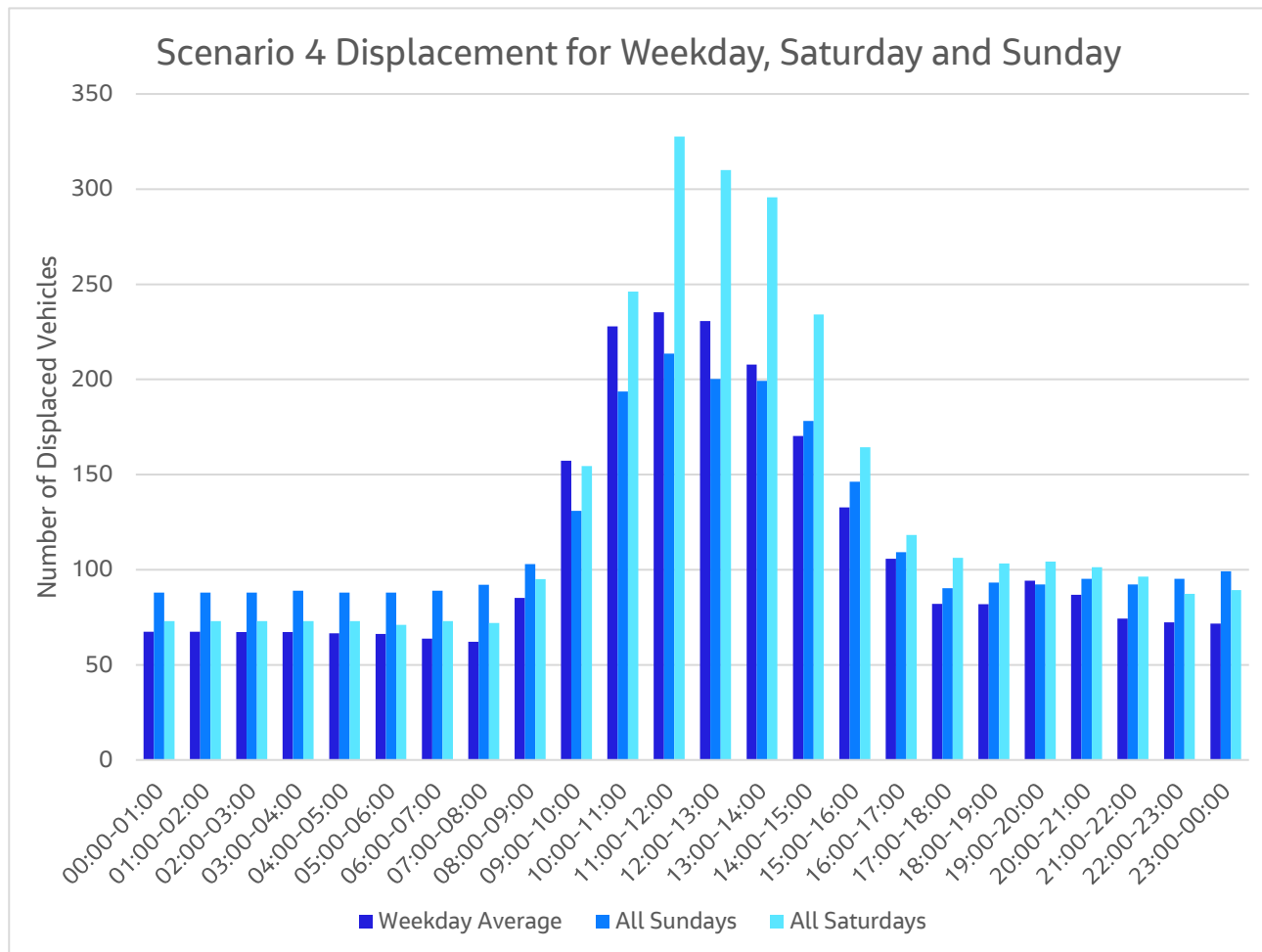


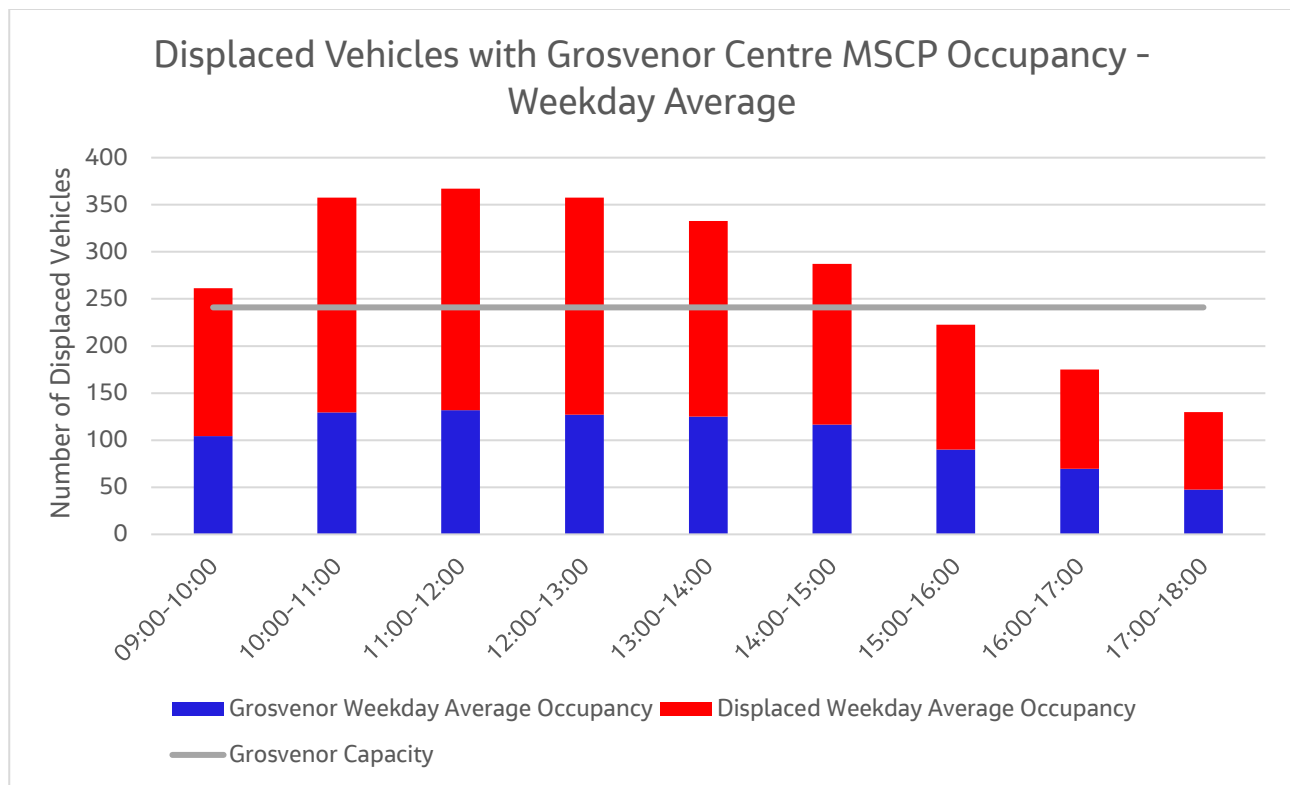
Figure 3-13: Displacement for Scenario 4

There is a similar trend for the number of displaced vehicles across all three survey periods with a peak hourly period between 10:00-15:00; however, the peak for weekday and Sundays is at a lower level than on Saturday by around 100-120 displaced vehicles. The highest number of displaced vehicles on a Saturday is between 11:00-12:00 equating to 328 vehicles.

The following sections examine whether there is sufficient capacity to accommodate these displaced vehicles within Grosvenor Centre MSCP as a first-choice alternative option.

#### 3.1.6.1 Scenario 4A – Weekday Average

Figure 3-14 below illustrates the existing average weekday occupancy at Grosvenor Centre MSCP by hour (shown in blue), with the addition of the displaced vehicles (shown in red). As stated in Table 2-1, on a weekday Grosvenor Centre MSCP is open from 08:30-18:00; as shown above the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column.



**Figure 3-14: Weekday Average Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 66% of displaced vehicles. However, during the period 09:00-15:00 there would be some overspill, with the highest number (126 vehicles) occurring between 11:00-12:00.

Table 3-13 below shows the remaining spare capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

**Table 3-13: Displacement and Remaining Spare Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
08:30-10:00	447	20	427
10:00-11:00	239	116	123
11:00-12:00	193	126	67
12:00-13:00	226	117	109
13:00-14:00	249	92	157
14:00-15:00	357	46	311

The table shows there is sufficient remaining capacity in the other car parks across the peak period and that there is still spare capacity remaining after redistribution. Consideration needs to be made as to where these

vehicles could park and the location within the town centre. For example, finding a space further from the town centre may be unacceptable for some based on walking distances, topography etc.

There are also several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP overnight from 18:00-08:30 as Grosvenor Centre MSCP is not open during these hours. These are shown in Table 3-14 below.

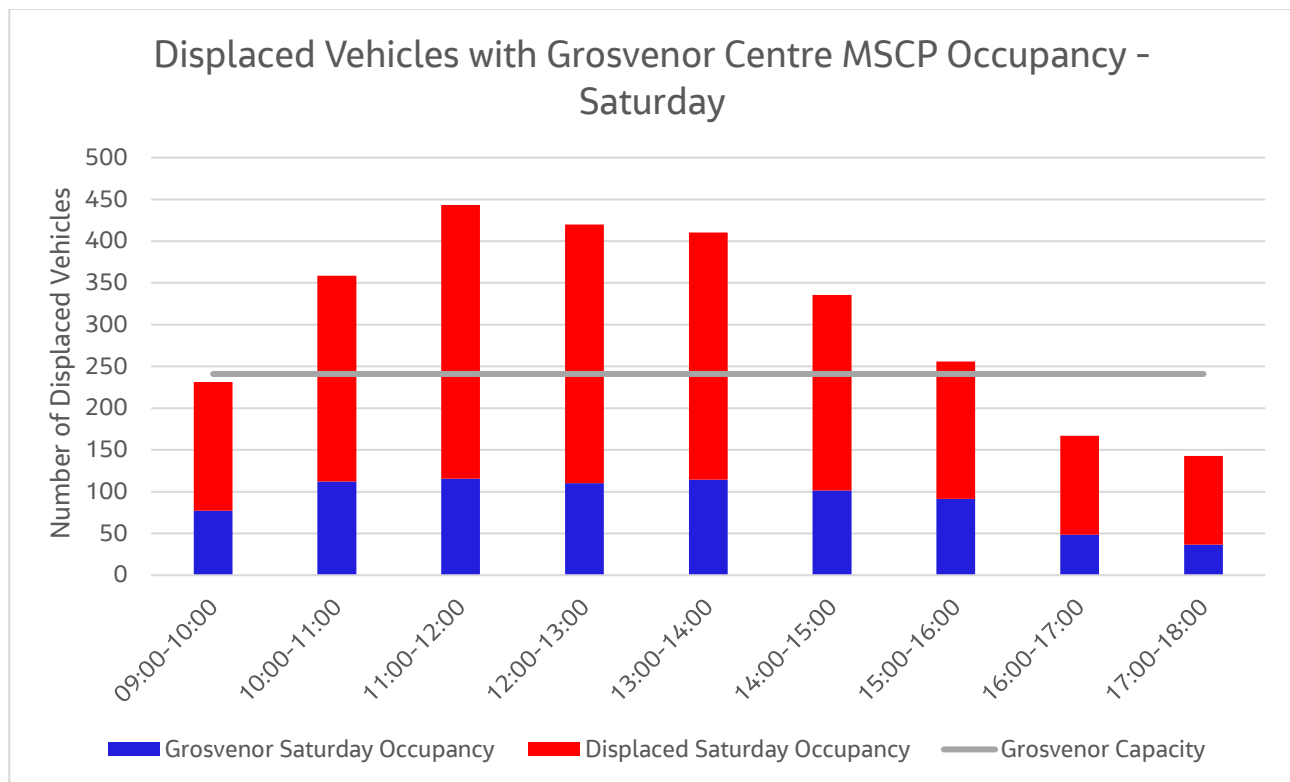
**Table 3-14: Vehicles Displaced Outside Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
00:00-01:00	67
01:00-02:00	67
02:00-03:00	67
03:00-04:00	67
04:00-05:00	67
05:00-06:00	66
06:00-07:00	64
07:00-08:00	62
08:00-08:30	85
Open Hours	
18:00-19:00	82
19:00-20:00	94
20:00-21:00	87
21:00-22:00	74
22:00-23:00	72
23:00-00:00	72

This shows that overnight from 18:00-08:30, these displaced vehicles will need to park elsewhere as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still spare capacity after redistribution for parking.

### 3.1.6.2 Scenario 4B – Saturday

Figure 3-15 below illustrates the typical Saturday occupancy at Grosvenor Centre MSCP, with the addition of the displaced vehicles from Churchill Way and Duke Street car parks. As shown below, the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column.



**Figure 3-15: Saturday Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 60% of the displaced vehicles. However, during the period 10:00-16:00 there would be some overspill, with the highest number (202 vehicles) occurring between 11:00-12:00.

Table 3-15 below shows the remaining capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

**Table 3-15: Displacement and Remaining Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
10:00-11:00	231	118	114
11:00-12:00	91	202	-112
12:00-13:00	91	179	-88
13:00-14:00	93	169	-76
14:00-15:00	174	95	79
15:00-16:00	389	15	374

The table shows that between 11:00-14:00 on Saturdays there would be insufficient spare capacity in the other car parks to meet the demand for parking. On the demand side, some other behavioural response may be needed such as mode switching, finding a new destination or retiming the trip. In terms of supply, extra spaces

would need to be provided. There seems to be adequate capacity on the shoulders of this 11:00-14:00 peak so trip retiming to spread the peak would seem the most viable option. As with Scenario 3B, car park price incentives could encourage this behaviour.

There are also several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP overnight from 18:00-08:30 as Grosvenor Centre MSCP is not open during these hours. These are shown in Table 3-16 below.

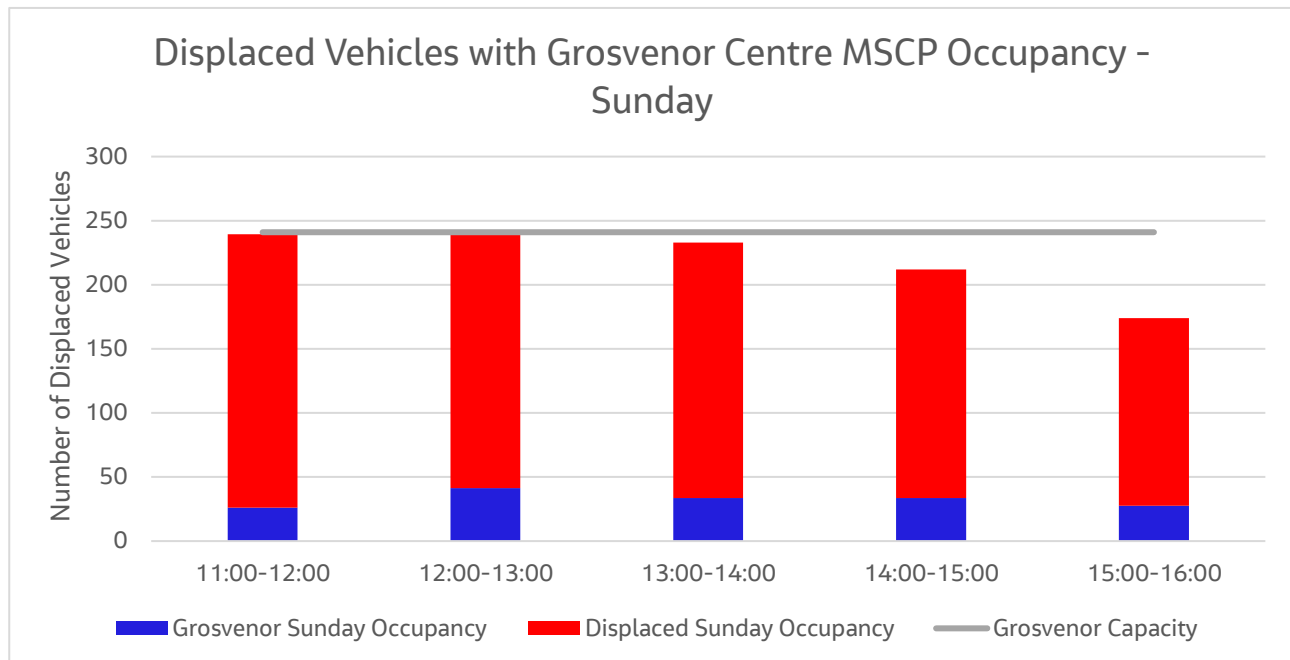
**Table 3-16: Vehicles Displaced Outside of Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
00:00-01:00	73
01:00-02:00	73
02:00-03:00	73
03:00-04:00	73
04:00-05:00	73
05:00-06:00	71
06:00-07:00	73
07:00-08:00	72
08:00-08:30	95
Open Hours	
18:00-19:00	103
19:00-20:00	104
20:00-21:00	101
21:00-22:00	96
22:00-23:00	87
23:00-00:00	89

This shows that overnight from 18:00-08:30, these vehicles will require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still spare capacity after redistribution.

### 3.1.6.3 Scenario 4C – Sunday

Figure 3-16 below illustrates the typical Sunday occupancy at Grosvenor Centre MSCP, with the addition of the displaced vehicles from the other car parks.



**Figure 3-16: Sunday Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could accommodate all but one displaced vehicle (between 12:00-13:00) from Churchill Way and Duke Street on a typical Sunday. It is noted that the total values for 11:00-12:00 and 13:00-14:00 are very close to the capacity of the car park, therefore given the fluctuations in parking demand that occur, it is possible that some overspill may happen, albeit assumed to be at a low level under normal conditions.

Table 3-17 below shows the remaining capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

**Table 3-17: Displacement and Remaining Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
12:00-13:00	648	1	647

Outside Grosvenor Centre MSCP opening hours there are several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP between 16:00-11:00. These are shown in Table 3-18 below.

**Table 3-18: Vehicles Displaced Outside of Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
00:00-01:00	88
01:00-02:00	88
02:00-03:00	88
03:00-04:00	89
04:00-05:00	88
05:00-06:00	88
06:00-07:00	89
07:00-08:00	92
08:00-09:00	103
09:00-10:00	131
10:00-11:00	194
Open Hours	
16:00-17:00	109
17:00-18:00	90
18:00-19:00	93
19:00-20:00	92
20:00-21:00	95
21:00-22:00	92
22:00-23:00	95
23:00-00:00	99

This shows that for the hours 00:00-11:00 and 16:00-00:00, these vehicles will require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still spare capacity after redistribution.

### 3.1.7 Treacle Market Sunday Displacement

As previously shown in Section 2.4.3, the manual data collected suggested demand on a Treacle Market Sunday would not contribute to any secondary displacement for Scenario 1 and 2 as all vehicles will still be accommodated in Grosvenor Centre MSCP. In Scenario 3 and 4 there will be a higher number of overspill vehicles, however these can be easily accommodated by the spare capacity in the other car parks.

The findings related to a Treacle Market Sunday should however be treated with caution due to the limitations of the data collection exercise compared to the full 24-hour video surveys elsewhere. A more rigorous data collection exercise is recommended to provide a more robust conclusion regarding displaced vehicles on a Treacle Market Sunday

### 3.1.8 Sensitivity Test (Reduced Peak Period Demand)

A sensitivity test was conducted to consider the climate emergency and the realistic potential for users to choose new patterns of mobility behaviour such as cycling and walking. This test aimed to explore the impact of a reduced demand for parking spaces on the number of displaced vehicles. The scenario considered a 10% reduction in parking demand during peak hours, along with the partial release of spaces in Churchill Way and Duke Street, as examined in Scenarios 1 and 2.

Figure 3-17 illustrates the number of displaced vehicles per hour from Churchill Way and Duke Street for the Weekday, Saturday and Sunday.

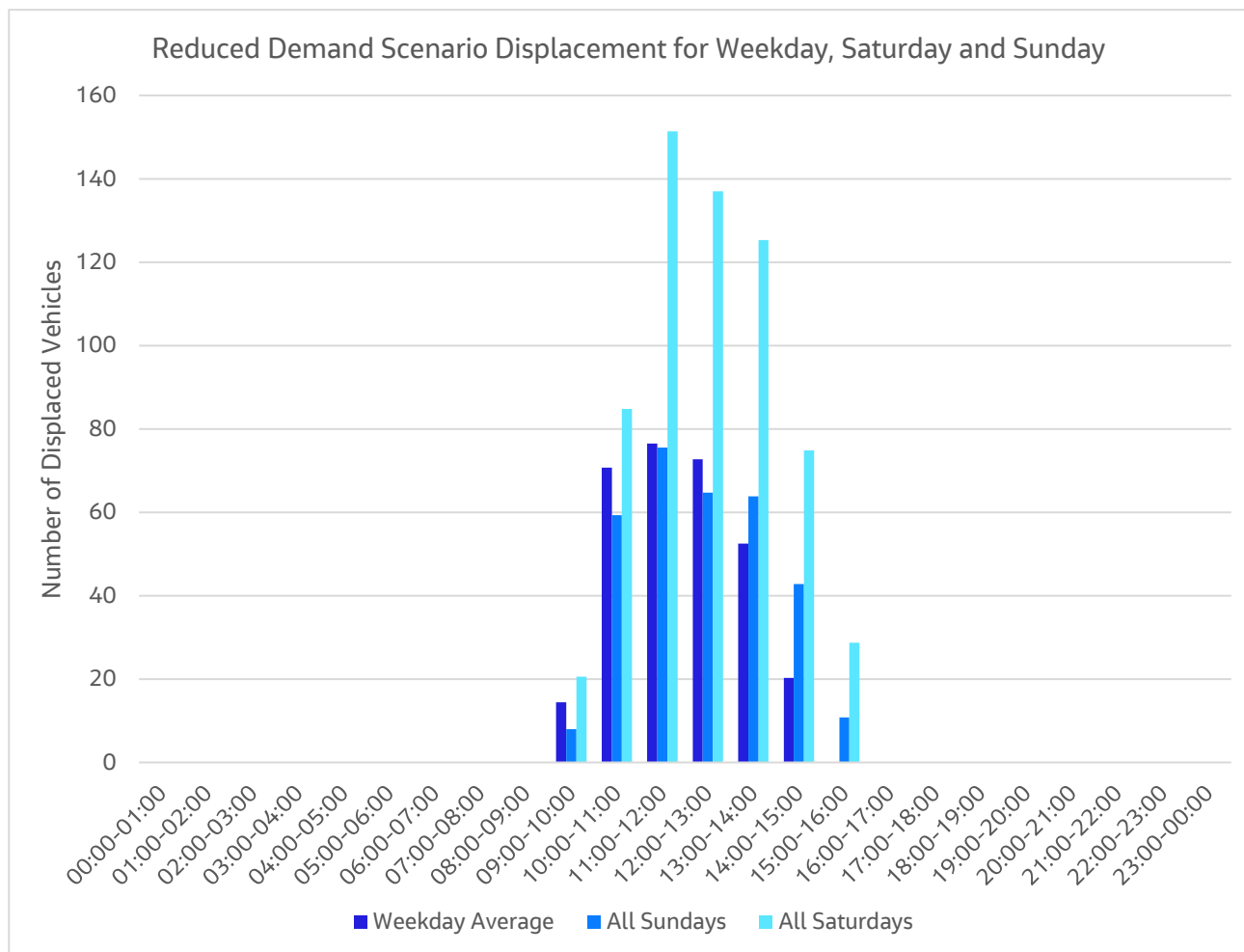


Figure 3-17: Displacement for Reduced Demand Scenario

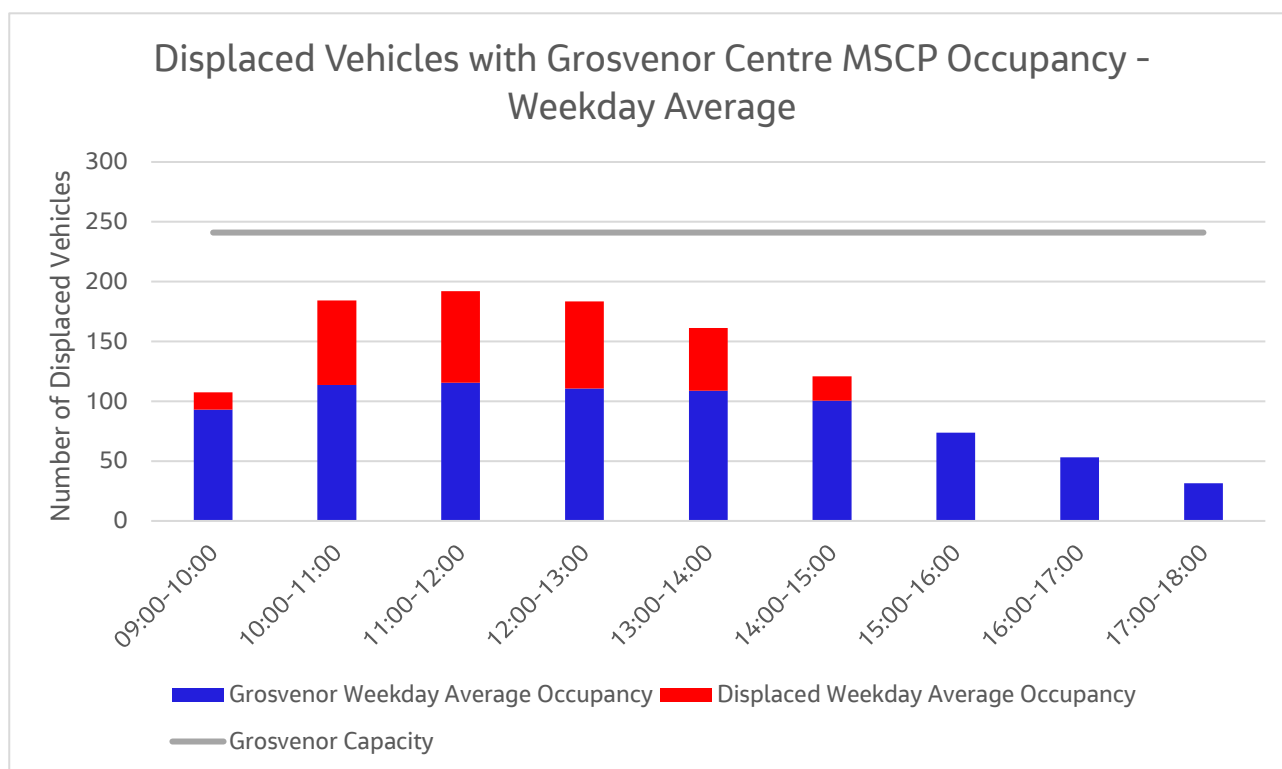


There is a similar trend for the number of displaced vehicles across all three time periods with a peak period between 10:00-15:00; however, the peak for weekday and Sundays is at a much lower level than on a Saturday by approximately 85 displaced vehicles per hour. The highest number of displaced vehicles is on a Saturday between 11:00-12:00 which is 151 vehicles.

The following sections examine whether there is sufficient capacity to accommodate these displaced vehicles within Grosvenor Centre MSCP as a first-choice alternative option.

### 3.1.8.1 Reduced Demand Scenario – Weekday Average

Figure 3-18 below illustrates the existing average weekday occupancy at Grosvenor Centre MSCP by hour (shown in blue), with the addition of the displaced vehicles (shown in red). As stated in Table 2-1, on a weekday Grosvenor Centre MSCP is open from 08:30-18:00; as shown above the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column. During this 30-minute period, there are no issues with accommodating displaced vehicles elsewhere.

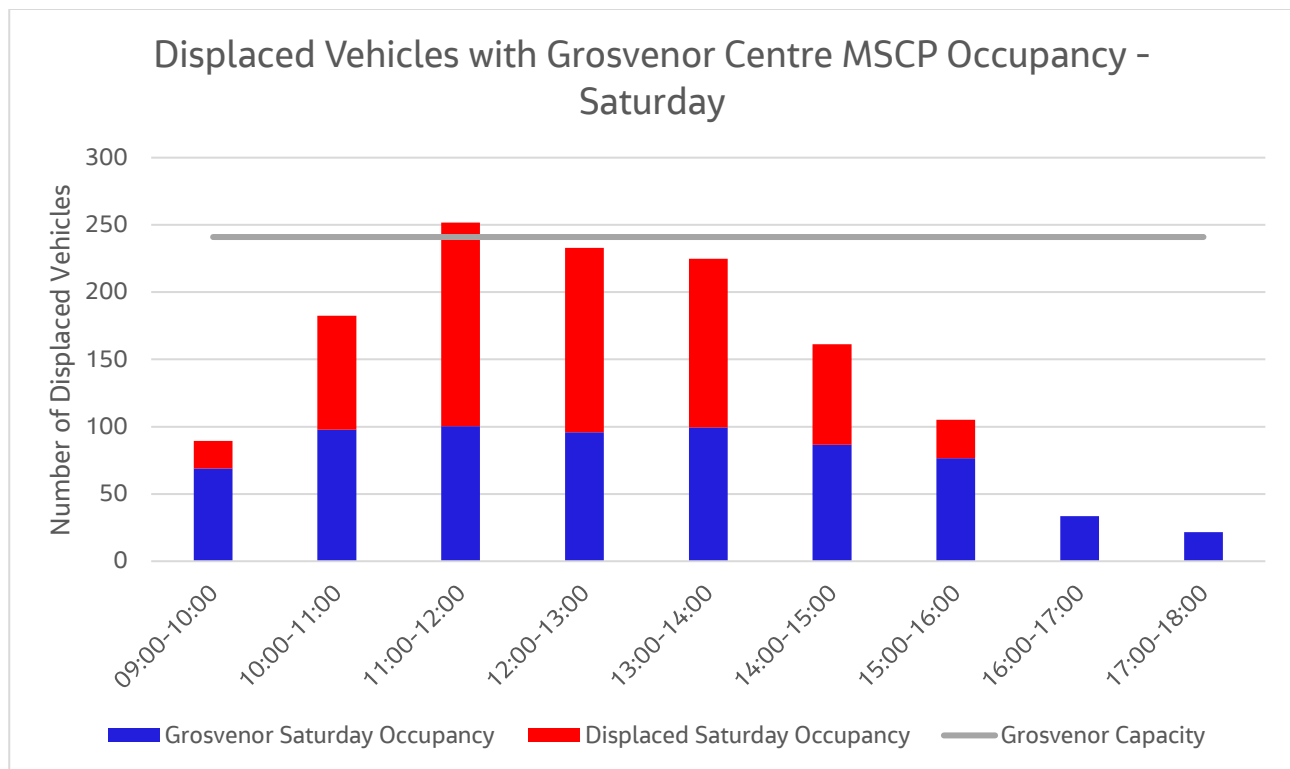


**Figure 3-18: Weekday Average Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could accommodate all displaced vehicles for the surveyed weekday average. This scenario indicates there are between approximately 50 and 210 available spaces once displacement occurs, compared to Scenario 1 this shows there is more spare capacity with the reduced demand.

### 3.1.8.2 Reduced Demand Scenario – Saturday

Figure 3-19 below illustrates the Saturday occupancy at Grosvenor, with the addition of the displaced vehicles from Churchill Way and Duke Street car parks. As shown below, the analysis begins at 09:00 however the 08:30-09:00 period has been accounted for within this column. During this 30-minute period, there are no issues with accommodating displaced vehicles elsewhere.



**Figure 3-19: Saturday Grosvenor Centre MSCP Occupancy with Displacement**

The bar chart shows that Grosvenor Centre MSCP could accommodate 98% of displaced vehicles. However, during the peak period of parking demand of 11:00-12:00 there would be 11 vehicles requiring another car park to park in. It is noted that the total values for 12:00-13:00 and 13:00-14:00 are very close to the capacity of the car park, therefore given the fluctuations in parking demand that occur, it is possible that some overspill may happen, albeit assumed to be at a low level under normal conditions.

Table 3-19 below shows the remaining spare capacity across the other cars parks in the study area once the overspill vehicles have been redistributed.

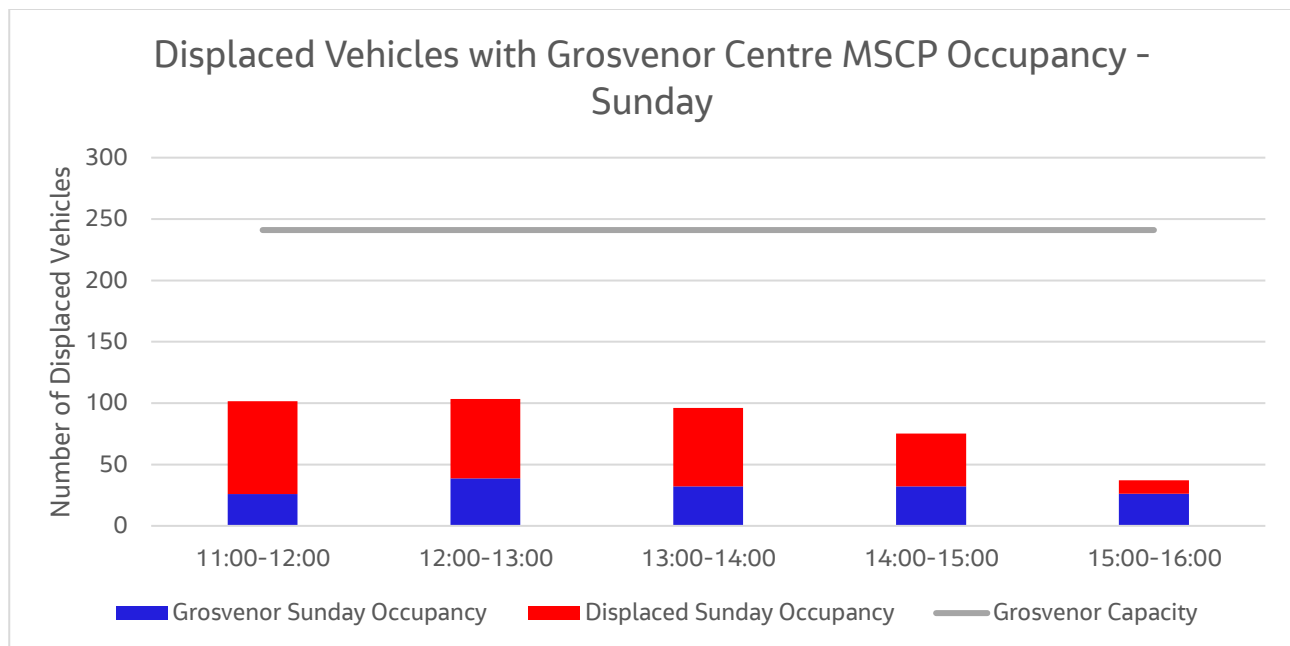
**Table 3-19: Displacement and Remaining Spare Capacity on the Network**

Hour	Overall Spare Capacity	Grosvenor Centre MSCP Overspill	Remaining Spare Capacity
11:00-12:00	304	11	294

The table shows there is sufficient remaining capacity in the other car parks across the peak period and that there is still significant spare capacity remaining after redistribution. Consideration needs to be made as to where these vehicles could park and the location within the town centre. For example, finding a space further from the town centre may be unacceptable for some based on walking distances, topography etc.

### 3.1.8.3 Reduced Demand Scenario – Sunday

Figure 3-20 below illustrates the typical Sunday occupancy at Grosvenor Centre MSCP, with the addition of the displaced vehicles from the other car parks.



**Figure 3-20: Sunday Grosvenor Centre MSCP Occupancy with Displacement**

This shows that the Grosvenor Centre MSCP could comfortably accommodate all the displaced vehicles from Churchill Way and Duke Street on a typical Sunday. However, there are several displaced vehicles which cannot be accommodated at Grosvenor Centre MSCP between 09:00-11:00 as Grosvenor Centre MSCP is not open during these hours. These are shown in Table 3-20 below.

**Table 3-20: Vehicles Displaced Outside of Grosvenor Centre MSCP Opening Hours**

Hour	Number of Displaced Vehicles
09:00-10:00	8
10:00-11:00	59

This shows that for the hours 09:00-11:00, these vehicles will require a different car park to park in as Grosvenor Centre MSCP is closed. Analysis suggests there is sufficient remaining capacity in the other car parks across this period and that there is still spare capacity after redistribution.

## 4. Conclusion

This conclusion addresses the questions outlined in the project brief, drawing on evidence and analysis presented in earlier sections of this report.

### **What is an accurate picture of current usage of parking space in Macclesfield town centre?**

As discussed in Section 2.4, the current usage of parking space in Macclesfield Town Centre suggests there is spare capacity across most car parks, even during their busiest hours. A summary of the analysis is provided below:

#### **Weekday Peak Parking Times**

Most car parks in the study area experience highest occupancy levels during lunchtime on weekdays, typically between 11:00-13:00.

#### **Weekend Peak Parking Times**

Saturdays are generally the busiest days for car parks, with peak times often extending from late morning to early afternoon. Sundays tend to have lower occupancy, except for specific car parks such as Exchange Street, which peaks on Sunday afternoons. The observations for Treacle Market Sunday suggests an increase in parking demand in Christ Church and Grosvenor Centre MSCP in both the morning and afternoon periods.

#### **Overnight Parking**

There is an identifiable level of demand for overnight parking across most car parks (between 5%-35% occupancy depending on the car park), suggesting usage by residents and visitors. This demand is generally higher on weekends. Resident permits are available for some of the car parks (as listed below) with the number of active permits and proportion of total spaces these permits represent given in brackets respectively:

- Christ Church (32, 37%)
- Churchill Way (50, 18%)
- Duke Street (20, 7%)
- Jordangate (4, 2%)
- Old Library (2, 7%)
- Whalley Hayes (17, 7%)

#### **Capacity and Spare Capacity**

Most car parks have spare capacity even during their busiest hours.

#### **Demand Outside Peak Hours**

There is an observable level of demand for overnight parking most likely linked to residents and visitors.

### **What is appropriate parking provision within the town centre to provide for current and future users also having regard to the climate emergency and the realistic potential for users to utilise more sustainable means of transport?**

It was deemed sensible that a 90% threshold assumes a car park is approaching capacity and thus may not provide appropriate provision. Regarding the current level of demand, the car parks listed below exceed 90% occupancy and reach capacity at their peak:

- Exchange Street
- Parsonage Street

When accounting for a forecasted 10% growth in the peak hours. For the car parks listed below, at their peak demand, exceed 90% occupancy:

- Churchill Way
- Exchange Street
- Parsonage Street

The Reduced Demand scenario considers the climate emergency and the realistic potential for users to choose new patterns of mobility behaviour such as cycling and walking by employing an estimated 10% reduction in the peak hours. The car parks listed below, at their peak demand, exceed 90% occupancy:

- Exchange Street
- Parsonage Street

The table below shows the spare capacity during each period for Scenario 1 and the Reduced Demand Scenario for the hour 11:00-12:00. This is the peak hour for parking across all three time periods.

**Table 4-1: Remaining Spare Capacity Sensitivity Test**

Scenario	Remaining Spare Capacity		
	Weekday Average	Saturday	Sunday
Scenario 1	379	214	736
Reduced Demand	441	294	761

This shows that when demand is reduced there is sufficient capacity in the nine car parks to accommodate all displaced vehicles - but with a greater amount of spare capacity after displacement which indicates there is an appropriate parking provision in the town centre to provide for future users.

**Would the release of the initial suggested areas of Churchill Way Car Park and Duke Street Car Park leave adequate and appropriate car parking to serve the town centre (residents, businesses, and visitors) now and into the future?**

To answer this question, we will refer to Scenario 1 and 2 which tested a full release of Churchill Way and partial release of Duke Street with and without peak hour parking demand growth, respectively. Table 4-2 summarises the displacement findings from Scenarios 1 and 2 based on the indicative areas for redevelopment identified within the Macclesfield Station Gateway and Churchill Way Boulevard Options Study by Cushman and Wakefield<sup>8</sup>.

**Table 4-2: Displacement Summary of Scenario 1 and 2**

Scenario	Adequate Parking Remaining in Grosvenor Centre MSCP	Notes
Scenario 1A – Weekday	Yes	
Scenario 1B – Saturday	No	At the peak, 45 vehicles displaced to other car parks – there is sufficient capacity in all other car parks.
Scenario 1C – Sunday	Yes	Grosvenor Centre MSCP is closed between 09:00-11:00 on a Sunday; therefore, displaced vehicles during these hours will need to use other car parks, which do have sufficient capacity.
Scenario 2A – Weekday	No	At the peak, 3 vehicles displaced to other car parks – there is sufficient capacity in all other car parks.
Scenario 2B – Saturday	No	At the peak, 79 vehicles displaced to tertiary car park – there is sufficient capacity in all other car parks.
Scenario 2C – Sunday	Yes	Grosvenor Centre MSCP is closed between 09:00-11:00 on a Sunday; therefore, displaced vehicles during these hours will need to use other car parks, which do have sufficient capacity.

The above table shows that in both scenarios releasing the suggested areas of Churchill Way Car Park and Duke Street Car Park would leave adequate and appropriate car parking to serve the town centre. When displacement is indicated by the scenarios and overspill occurs from the Grosvenor Centre MSCP, the remaining

<sup>8</sup> 'Macclesfield Station Gateway and Churchill Way Boulevard Options Study: Final Report'. Cheshire East Council (February 2023)

study area car parks have sufficient spare capacity to absorb these vehicles and still have spare capacity left over.

### Is there potential to release further areas of parking for redevelopment without provision of a new replacement car park?

To answer this question, we refer to Scenario 3 and 4 which tested a full release of Churchill Way and partial release of Duke Street with and without peak parking hour growth, respectively. Table 4-3 summarises the displacement findings from Scenarios 3 and 4.

**Table 4-3: Displacement Summary of Scenario 3 and 4**

Scenario	Adequate Parking Remaining in Grosvenor Centre MSCP	Notes
Scenario 3A – Weekday	Yes	
Scenario 3B – Saturday	No	At the peak, 168 vehicles displaced to other car parks – there is insufficient capacity in all other car parks to absorb the overspill.
Scenario 3C – Sunday	Yes	Grosvenor Centre MSCP is closed between 09:00-11:00 on a Sunday; therefore, displaced vehicles during these hours will need to use other car parks, which do have sufficient capacity.
Scenario 4A – Weekday	No	At the peak, 126 vehicles displaced to other car parks – there is sufficient capacity in all other car parks.
Scenario 4B – Saturday	No	At the peak, 202 vehicles displaced to other car parks – there is insufficient capacity in all other car parks to absorb this overspill.
Scenario 4C – Sunday	No	At the peak, one vehicle displaced to another car park – there is sufficient capacity in all other car parks. Grosvenor Centre MSCP is closed between 09:00-11:00 on a Sunday; therefore, displaced vehicles during these hours will need to use other car parks, which do have sufficient capacity.

Table 4-3 shows that across both scenarios during the peak periods on a Saturday there is insufficient capacity in the other car parks to absorb the Grosvenor Centre MSCP overspill. To reduce this overspill and lack of remaining spaces indicated in both scenarios, behavioural response may be needed such as mode switching, finding a new destination or retiming the trip. In terms of supply, extra spaces would need to be provided. Therefore, it is likely that there is limited potential to release further areas of parking for redevelopment without provision of a new replacement car park or changing current trip behaviour.

**What changes/improvements, would be needed to retained parking should the sites be released for sale?**

These form the recommendations of the report; please refer to the next section.

**What parking strategy should be followed to ensure remaining parking is effectively utilised to best support residents, visitors, and businesses?**

It's not within the scope of the report to provide parking strategy recommendations, however we are cognisant of the impact of parking release proposals in context of the wider parking strategy and objectives, as outlined in Section 1.2. The CEC parking strategy objectives defined within the Local Transport Plan (published 2019) sets out to balance long term economic social and environment well-being as set per below:

- Manage traffic to improve transport network efficiency.
- Encourage the use of more sustainable and healthy forms of travel, including walking, cycling and public transport.
- Sustain and enhance the vitality of our town centres.
- Provide for the parking needs of people with disabilities & parents/carers with young children.
- Balance the parking demands of local residents, shops and businesses and visitors, shoppers, workers and commuters.

The recommendations (presented in the next section) aim to support the broader objectives of the CEC parking strategy in line with the study outcomes. The scope of the study was to assess the impact of parking release on the town centre and transport network. The purpose to utilise space capacity in the form of new development enhancing Macclesfield Town Centre's attractiveness and vitality, while accommodating future growth.

We also consider operational changes to car parks, such as improved signage and maintaining provisions for those who still require parking access, including individuals with disabilities and parents. Additionally, we examine how displacement could be managed through Variable Messaging Systems, providing better links to car parks and guidance for drivers to ensure a more efficient transport network.

Our recommendations balance the needs of residents, commuters, and visitors, ensuring high-quality parking options and effective use of development areas released for parking. This includes focusing on operational improvements to car parks on the periphery of the town centre to reduce town centre congestion/parking and encourage more trips via sustainable modes.



## 5. Recommendations and Next Steps

### 5.1 Recommendations

Based on the findings of this report and consideration of the CEC Corporate Strategy and Aspirations and Principles, a list of potential measures has been considered to facilitate and mitigate the impacts of releasing parking spaces for development:

- **Improve the viability and attractiveness of town centre fringe car parks**
  - **Improve signage along the A537** to attract more people to park in Jordangate Multi-Storey car park. This is a high-capacity car park located on the outskirts of the town which could absorb displaced vehicles, and in turn, would reduce car parking in the town centre
  - **Widen the turning circles and spaces in Jordangate Multi-Storey** to improve its attractiveness to potential users
  - **Increase Sunday opening hours for Jordangate Multi-Storey** to promote its use and enable potentially displaced cars to park there
  - **Improve the awareness and signage for Whalley Hayes car park**
  - **Improve the attractiveness of Jordangate MSCP**
- **Improve the viability and attractiveness of Grosvenor Centre MSCP**
  - **Review with the Grosvenor Shopping Centre the option to extend Grosvenor Centre fire regulations** in line with increasing Grosvenor Centre Multi-Storey opening hours
  - **Widen the turning circles and spaces in Grosvenor Centre Multi-Storey** to improve its attractiveness to potential users
- **Introduce a Variable Messaging System** to inform and divert drivers to car parks depending on the number of available spaces
- **Monitor parking data**
  - To understand future growth in parking demand particularly in the daily peak parking demand periods
  - To understand how permit holders may be affected by the release of parking spaces
- **Consider opportunities for encouraging travel behaviour change** such as mode switching and trip retiming to manage periods of peak parking demand

### 5.2 Next Steps

Based on the brief and recommendations provided, several next steps have been identified:

- CEC to consider the recommendations in the report to advise on the opportunity to declare surplus and release for potential residential development across the whole or part of Churchill Way Car Park and part of Duke Street Car Park.
- Further data collection and monitoring
  - Treacle Market Sunday

- Investigate origin-destination data to clarify surplus and locations of potential Variable Message Signs to inform drivers of parking availability
  - Further analysis to be undertaken to understand the potential impact of Sunday charges
- Work with developers to consider impacts of declaring surplus parking to ensure car parking demand and congestion can be managed during peak hours in the town centre, alongside other measures to improve trips by sustainable modes.
- Understand potential funding for interventions to support declaring surplus car parking as per the recommendations (Variable Message Signage, improvements to car park signage etc) and to support the wider parking strategy in Macclesfield.
- Ensure key stakeholders and members of the public are notified of any decisions made around car parks and are consulted on as required.

OPEN

## **Economy and Growth Committee**

**11 March 2025**

### **Carbon Neutral Update and Mersey Forest Partnership**

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**Report of: Peter Skates, Director of Growth and Enterprise**

**Report Reference No: EG/23/24-25**

**Ward(s) Affected: All**

**For Decision or Scrutiny: Decision**

#### **Purpose of Report**

- 1 In line with Cheshire East Council's 'Green' Corporate Plan priority, a target was adopted for the council to be carbon neutral at Full Council on 22<sup>nd</sup> May 2019. Subsequently, a target was set for the borough of Cheshire East to be carbon neutral by 2045 and the council to be carbon neutral with a minimum of offset by 2030 at the Full Council meeting of 20<sup>th</sup> October 2021.
- 2 This report provides an update of progress against the council's internal target for carbon neutrality with a minimum of offset by 2030. Nature based insetting activity provides a local source of offsetting for those emissions which cannot be eliminated by 2030.
- 3 This report also outlines the Councils partnership with the Mersey Forest which enables woodland creation and tree plantings as part of the Council's nature based insetting activity. Approval is sought for continued participation within this partnership.
- 4 Also appended to this report is the first Wider Borough Carbon Neutral Action Plan for Cheshire East and a summary of engagement and consultation for the Mersey Forest Plan refresh for 2025.

- 5 Approval is also sought for the acceptance of a Trees for Climate grant administered by The Mersey Forest to enable a 33ha tree planting scheme in the borough for the purpose of providing carbon offset.

## **Executive Summary**

- 6 The council continues to make progress towards its target of being carbon neutral for its own operations by 2030 with several projects being within the delivery phase. The programme remains on course to meet its target, but this remains contingent on all potential projects being delivered.
- 7 Since baselining of the council's carbon position was undertaken in 2019 the council has reduced its own emissions by 15.3%. The Council now offsets almost 52% of its emissions through insetting projects within the borough.
- 8 The council has been working closely with The Mersey Forest to develop and deliver woodland creation projects to support natural insetting. The current partnership agreement concludes in 2025. This report seeks approval for continued participation within the partnership and for the acceptance of a Trees for Climate grant administered by The Mersey Forest to enable a 33ha tree planting scheme in the borough.

### **RECOMMENDATIONS**

The Economy and Growth Committee is recommended to:

1. Note the progress made towards the council's carbon neutral target and the Wider Borough Carbon Action Plan 2025-30.
2. Accept the Trees for Climate grant of £570,719.50 for woodland creation on the Batherton Estate.
3. Delegate authority to the Director of Growth and Enterprise, in consultation with Governance, Compliance and Monitoring Officer and the s151 Officer, to take all necessary steps to enter into legal agreements with The Mersey Forest Partnership.

## **Background**

### **Overall Position - Carbon**

- 9 Since baselining of the council's carbon position was undertaken in 2019 the council has reduced its own emissions by 15.3%. The council now offsets almost 52% of its emissions through insetting projects within the borough.

- 10 Overall the council has achieved 60% of its target to reach carbon neutrality.
- 11 The council has enough projects in development and delivery to be confident that it can reach its target. However, this is dependent on all projects being completed as planned. These projects include two large woodland creation schemes, electrification of food waste collections and the remaining planned phases of fleet decarbonisation.

## **Carbon Reduction**

### **12 Street Lighting**

- (a) Work continues to replace any street lights with light-emitting diodes (LED) units. Most lights within the borough have now been replaced but the target is to reach 100%.
- (b) Illuminated bollards are being replaced by non-illuminated bollards as an energy saving measure, these bollards are made from recycled plastic to reduce their carbon impact.

### **13 Building Gas and Electricity**

- (a) The work to decarbonise buildings across the corporate estate is continuing at pace where projects are being completed within budget despite the challenging economic conditions.
- (b) Recent work includes the commissioning of solar photovoltaic (PV) at Jordangate MSCP where significant solar surplus will generate income for the Council. The total building mounted solar PV capacity is now at 1.6 MWp with a solar yield around 1.3 GWh per annum.
- (c) Delamere House will see air source heat pumps (ASHP) provide heat to the building following a package of measures that saw LED lighting upgrade, new double-glazing windows and an upgrade of the heat emitters.
- (d) There are fourteen ASHP installations that were installed where the electricity supply upgrade had posed a significant challenge. Some of the schemes that were completed across the libraries and day centres have already demonstrated carbon savings.
- (e) The planning and design phase is nearing completion to introduce further ASHP at Tatton Park, Lyceum Theatre, and Crewe crematorium chapel.

- (f) Following the successful application to the Public Sector Decarbonisation Scheme (3c), a further £1.4M of grant funding has been made available for the corporate estate.
- (g) LED lighting schemes are ongoing where recent schemes include libraries and day centres.
- (h) The Trend Building Energy Management System was upgraded to the latest version to ensure corporate buildings heating, ventilation and air conditioning (HVAC) systems can continue to operate at optimum performance levels.
- (i) Provisions are being made for electric vehicle (EV) charging that have seen new chargers at Council offices, leisure centres and car parks whilst supporting a programme to introduce EV charging for the Councils fleet vehicles.
- (j) As the largest energy consumers, the Council continue to work closely with Everybody to better manage energy and water within their leisure facilities.
- (k) The decarbonisation of buildings programme is anticipated to result in CO<sub>2</sub> savings of around 900 tonnes per annum following LED lighting upgrades, solar PV installations, Air Source Heat Pumps, and fabric measures.

#### 14 Fleet

- (a) The Carbon Neutral Action Plan baselined the carbon from council fleet at 3,543tCO<sub>2</sub>e and targeted a reduction of 30% to 2,498tCO<sub>2</sub>e.
- (b) Our work time charge network continues to improve; the council now operates a total of 23 dual charge points with 5 more dual charge points due for commissioning. These are located at Delamere House, Macclesfield Town Hall and Westfields, plus the Environmental Hub, Jordan Gate multi storey car park as well as Macclesfield & Congleton leisure centres with additional points coming online in Crewe Town Centre. Use of publicly available chargers at Macclesfield Leisure Centre has increased significantly.
- (c) We have seen the council business mileage steadily rise since the end of the pandemic. The Car Club is now in its third year with over 46,000 miles travelling by 40 regular users saving over 15 tCO<sub>2</sub>e. Other measures are in place to reduce emissions from business miles with a green travel plan in development with HR as well as seeking partnership for an Electric Car salary sacrifice scheme.

- (d) Funding was secured through the MTFs for the electrification of up to 90 vehicles. Recent reduction in fleet sizes at the Environmental Hub through cost saving efforts means that the total will likely be less on completion of the project.
- (e) This project has been split into three phases representing the charge infrastructure locations. At Cledford Lane now has 22 dedicated charge bays within the operational area as well as a 120kW rapid charger for shift time boost charging.



- (f) Phase 1A of the fleet electrification project has now been delivered. The street cleansing, waste collection and bin delivery teams based in Cledford Lane now have 11 E-Transit tippers of various configurations and 5 small team leader vans. We were also able to convert 6 of the 7 Community Enforcement Teams vehicles to electric and they are now operating. There is enough infrastructure at Cledford Lane to electrify the remaining 5 street cleansing vehicles once a market option for Crewe cab vehicles becomes available.

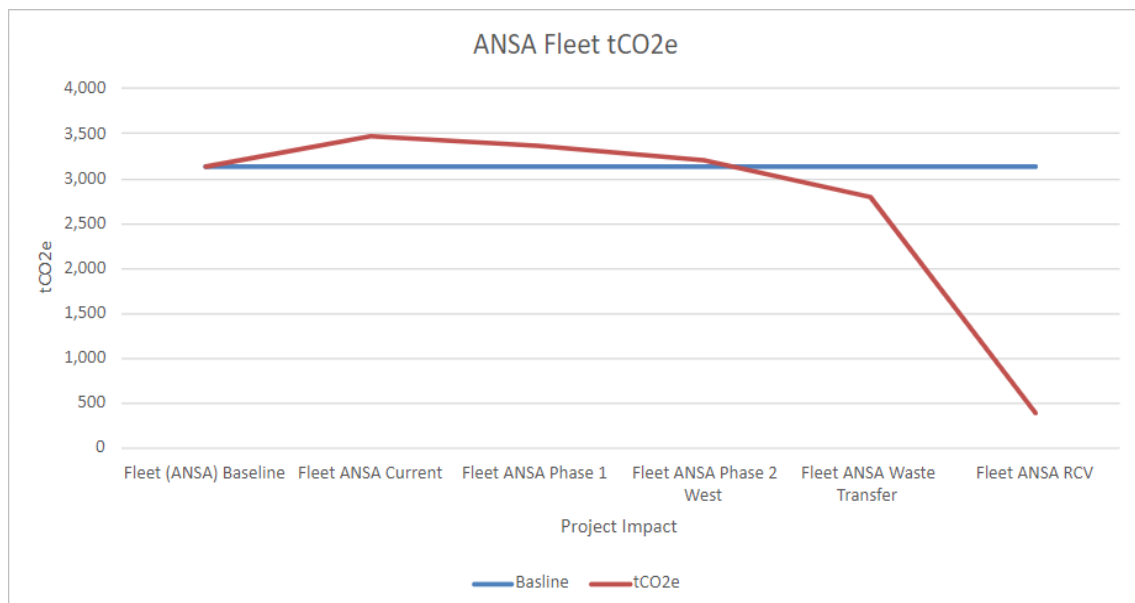




- (g) Phase 2 is currently having the infrastructure designed and with the fleet being specified. There remains a challenge of the capabilities of the electric offerings ability to tow, without significant limitations on range. This remains a key requirement for our ground's maintenance teams. A first trial was unsuccessful; however, we anticipate more market options in the coming year.
- (h) Phase 3 has now reached delivery stage with the supporting infrastructure for a new substation located on our west park depot now delivered. This will give the site the necessary power to support fleet electrification with up to 24 vehicles now specified and quoted for by the market.
- (i) The waste transfer station project has gained approval for a feasibility study for a fully electrified operation. In the interim period, through discussions with our current Energy from Waste contract, it may now be possible to cease the need for processing waste at all removing an energy intensive process in our waste management. This could save up to 412 tCO<sub>2</sub>e per year.
- (j) The RCV fleet remains challenging, however technology has progressed and there now could be solutions which would meet our requirements. Trials are being arranged for this and as a solution to the upcoming food waste collection requirements.
- (k) Whilst progress has been made on reducing the council's emissions from its fleet, there continues to be significant

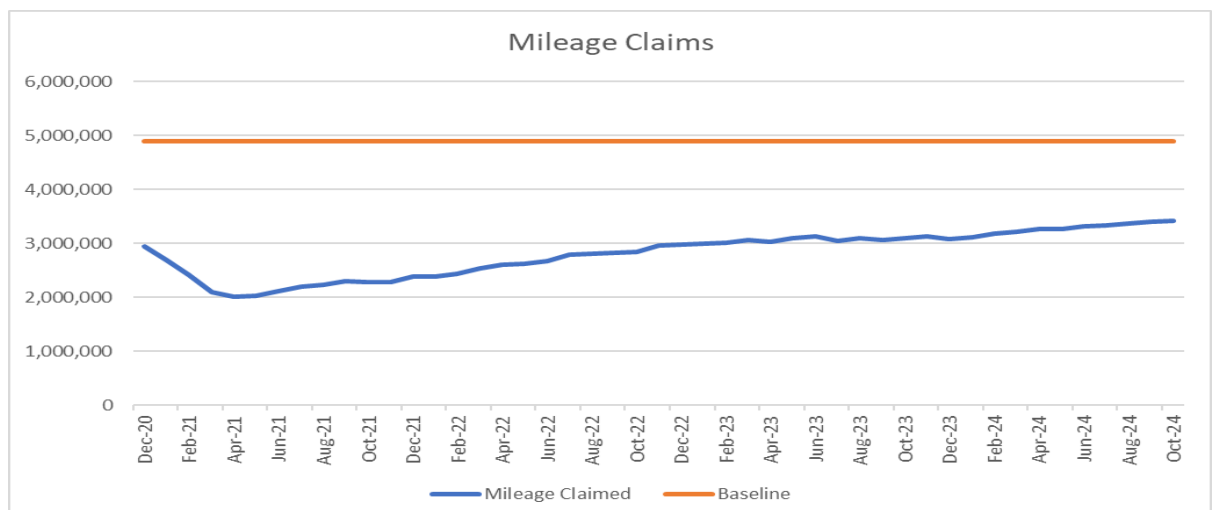


challenges in meeting the council's requirements for fleet. The graph below shows how each project will decrease emissions from the ANSA fleet vehicles.



## 15 Business Travel

- (a) Although business travel remains lower than baseline, due mainly to the changes in working practices arising from the Covid-19 pandemic, it is noted that the miles driven has trended upwards for the last few years as the graph below shows.



- (b) The council has taken steps to refresh the Travel Mode Hierarchy to ensure that staff have a focus on sustainability when making travel mode choices.

16 Waste and Water

- (a) Waste and water represent a very small percentage of council emissions.
- (b) Focus continues on encouraging recycling in all council offices and minimising the use of single use plastics.

**Carbon Inset**

17 Green Electricity

- (a) Cheshire East Council has continued its policy to purchase 100% Renewable Energy Guarantees of Origin (REGO) backed green electricity.
- (b) The current contract is in place until 2027.
- (c) As more heat becomes electrically generated the purchase and generation of green electricity provides more carbon savings to the council.

18 Energy Generation

- (a) The council's first solar farm was opened in September 2024.





- (b) The solar farm at Leighton Grange is a 4.1MW array and is expected to generate approximately 3,750KWH per annum.
- (c) The electricity generated will supply the council's composting plant with the residual power being exported to the grid.
- (d) The Carbon Action Plan provided for a minimum of 10MW of ground mounted solar, therefore a second solar farm will need to be developed.
- (e) The Environment and Communities committee has previously provided agreement to develop and build out a second solar farm on Cheshire East Council owned land. It is anticipated that this will be a grid only connected scheme and will be brought forward for a planning decision during the next financial year.

## 19 Natural Sequestration

- (a) The Carbon Neutral Action Plan targeted an inset of 3,529 tCO<sub>2</sub>e annually from nature-based solutions.
- (b) To date projects totalling 53 hectares of council owned land have been completed to achieve 47.5% of this target.
- (c) Woodland creation and tree plantings have contributed significantly to this achievement, with over 108,000 trees planted to date across a variety of different sites e.g. schools, countryside parks, roadside, pocket parks and community plantings.
- (d) In the 2023/24 season, a total of 28,558 trees were planted on a 15.5 hectare site at Long Lane, Goostrey.



- (e) During the 2024/25 season a further 35.5 hectares of council owned land will be planted with trees bringing the total to 88 hectares providing a total of 1,671 tonnes of carbon offset.
- (f) Each new woodland has been designed to allow for existing natural features, utilities, historical features and consideration of neighbours. There is no public access to the new woodlands, apart from one site where there are existing public rights of way.
- (g) Further tree planting projects are planned for the 2025/26 planting season on 73 hectares of council owned land to support the inseting target. These pipeline woodland projects are anticipated to benefit from further Trees for Climate grant funding through the Mersey Forest Partnership.

## 20 The Mersey Forest Partnership

- (a) The Mersey Forest is one of 15 Community Forests in England, covering a designated area across Merseyside and Cheshire. The Forest Partnership comprises a core group of local authorities, supported by the Forestry Commission, Environment Agency, and Natural England.
- (b) Since 1994, the Mersey Forest has been responsible for a long-term environmental regeneration programme that delivers a wide range of benefits, aligning with the Council's strategic priorities, including:
  - Climate Change: Contributing to net zero targets through carbon sequestration.
  - Biodiversity: Enabling nature recovery, habitat creation and enhanced connectivity.
  - Community Wellbeing: Enhancing green spaces, improving health and wellbeing, particularly in areas of deprivation.
  - External Funding: Leveraging significant external investment to support local priorities.
- (c) Cheshire East Council have been a core partner in the Mersey Forest since 2020, actively participating in the Steering Group, approving strategic plans and budgets, and supporting the delivery of one of the UK's largest and longest-running environmental transformation projects.
- (d) The scale and scope of activity needed to meet climate and nature objectives locally and nationally can only realistically be delivered by joined up action. The Mersey Forest Partnership has shown its efficacy in enabling collaborative action to help tackle some of our most pressing issues.
- (e) Over the past 30 years, the Partnership has:
  - Created 3,600 hectares of new woodland.
  - Planted nearly 10 million trees.
  - Improved woodland management across the Mersey Forest area.
  - Engaged local communities in environmental improvements.
  - Transformed over 10,500 hectares of land into community woodland and associated habitats.
  - Provided 600km of new access routes.
  - Delivered 42,000 community events.



- Leveraged over £150 million of external funding, consistently achieving a 6:1 funding ratio.
  - Pioneered initiatives such as the Natural Health Service and the Thrive education programme.
  - Implemented flood mitigation measures.
  - Led research and development, including the "Ideas Lab" and innovative natural capital data assessment.
- (f) The Mersey Forest Plan provides the strategic framework for the programme and has driven substantial progress since its inception in 1994. A wide range of stakeholders contribute to the delivery of the Mersey Forest Plan. ([www.merseyforest.org.uk/plan](http://www.merseyforest.org.uk/plan))
- (g) A refreshed Forest Plan has been developed over the past two years. The Steering Group and an advisory group of over 40 key stakeholders have helped to ensure that it incorporates the best available science and reflects current policy. The refreshed plan retains the original vision while incorporating updated objectives to address contemporary challenges e.g. representation from the Groundswell project to feed in health information, landowner perspectives through the NFU, and young people's voices through the Future and Digital Voices of the Future programmes.
- (h) Effective delivery of the Forest Plan relies on local adoption and the continued collaboration of the wider Forest Partnership, supported by the Mersey Forest Team, to secure external funding.
- (i) Partnership in the Mersey Forest delivers significant financial benefits and specialised technical expertise, enabling the Council to access external funding to deliver local priorities and reduce the burden on Council resources. To date the partnership has leveraged £1.482m of grant funding for the Council through the Trees for Climate grant and a further £0.137m from the Urban Tree Challenge fund along with valuable professional design and forestry support.
- (j) The Trees for Climate grant funding administered by The Mersey Forest has enabled woodland creation to take place across five sites and a grant is now offered for a sixth woodland creation site on the Batherton Estate. This 33ha tree planting project would be delivered during the 2025/26 planting season.
- (k) The current Partnership Agreement expires on 31st March 2025. To enable the Council to continue its partnership with the Mersey Forest, including access to future grant funding for pipeline woodland creation and tree plantings, a new partnership agreement for the period April 2025 to March 2030 will be required.

The partnership fee is £20,000 annually and is accounted for in existing revenue budgets.

## 21 Peat

- (a) CEC commissioned a desk top review to identify any recorded areas of peat on council owned land. The review identified several sites of potential peat, however the majority of sites presented constraints that meant that it would not be possible or practical to rewet and restore those areas.
- (b) The review did indicate that peat was present on a site that had already been identified for natural insetting. However, field investigations conducted by Mersey Forest and Natural England concluded that deep peat was not present, and restoration was therefore not viable.
- (c) Information from the desk top review will be added to the council's internal GIS system to flag the necessity for further investigation where peat is indicated.
- (d) The 1.5 hectares of peat that was previously rewetted at Pastures Wood farm is being monitored annually and any adjustments to water levels or removal of scrub arranged as necessary. The change from pasture to arable farming on the surrounding land has impacted the site and the level of maintenance required to maintain water levels and manage scrub has increased.
- (e) The Pastures Wood peat restoration project was funded with Section 106 funds plus a capital contribution. Currently, there is little grant funding available for peat restoration and most is only applicable to landscape size projects. In order to be effective, any restoration scheme needs to allow funding for future maintenance.

## Wider Borough

- 22 The council's Environment and Communities Committee approved the adoption of the Wider Borough Carbon Action Plan 2025-30 in January of 2025.
- 23 This action plan (Appendix 1) provides the framework through which the council will seek to engage with partners to encourage and enable the decarbonisation of buildings, transport and businesses throughout the borough over the next five years.

## Consultation and Engagement

- 24 Full public consultation was undertaken to inform the wider borough action plan. A copy of the consultation report can be found at [Carbon Action Plan Consultation](#)
- 25 Appendix 2 provides a summary of the engagement and consultation conducted by the Mersey Forest on the Forest Plan refresh 2025. This includes public consultation between 23<sup>rd</sup> January and 2<sup>nd</sup> March 2025 [Our Plan page of our new look website](#)

## Reasons for Recommendations

- 26 The council has a corporate objective to be green and targets for the council to be carbon neutral by 2030 and the borough to be carbon neutral by 2045. It will not be possible to achieve the carbon neutral target without continuing to take actions as described in both action plans.
- 27 Cheshire East Council needs to work in partnership with other organisations in order to achieve its carbon neutral ambitions. The partnership with the Mersey Forest Partnership is a good example of how collaboration with other local authorities and specialist organisations can leverage additional funding and expertise to benefit the Council's carbon ambitions.

## Other Options Considered

Option	Impact	Risk
Not enter into a new Mersey Forest Partnership agreement	This option would remove the council's access to grant funding and technical expertise to support natural inset schemes and remove the Council's influence within the Mersey Forest Partnership area. The cost of being a partner would be eliminated.	Without the support of grant funding and technical expertise through the Mersey Forest Partnership, there is a significant risk that the Council's inseting target would not be attained, which would negatively impact on the council's carbon neutral target.



## Implications and Comments

### *Monitoring Officer/Legal*

- 28 As the Report notes, the recommended actions contained within follow on from the decision of Full Council in 2019 to commit to being a carbon neutral Council by 2025 and to influence carbon reductions across the borough. This report updates on progress being made on carbon reduction. With reference to continued membership of The Mersey Forest Partnership; Legal will review the renewal documentation to ensure that there are no material changes from the existing terms; or highlight any points needing to be brought to decision makers' attention.

### *Section 151 Officer/Finance*

- 29 The fees for membership of The Mersey Forest Partnership are budgeted for within Rural and Countryside Management, F810400 and are currently £18,645. From April 2025 they will rise to £20,000 per annum. The additional cost will be met from the Carbon budget, E555010.
- 30 The partnership documentation will need to be reviewed to ensure that there are no additional commitments or potential liabilities not yet identified.
- 31 With regard to the other activities being undertaken under the umbrella of the Carbon Action Plan the service is aware of the Council's financial position and is seeking efficiencies and savings both within Capital and Revenue expenditure. There is a need to balance the need to reduce carbon with financial sustainability. Consequently, some expenditure has been paused or pushed back whilst next steps are considered, and future spend is subject to the council's usual business planning and budgetary processes.
- 32 With regard to tree planting, it is noted that approximately £1.4m of grant funding has been secured. Consideration will need to be given as to how this is accounted for (both from a capital/revenue and a timing perspective) and how it is claimed and spent. It is noted that the grants may take over 10 years to be fully claimed, and that the Council's obligations may only be satisfied after 15 years. As only one grant has been validated as providing funding for 15 years there is a need to properly understand the likely scenarios with tree loss and the need for replacement and ongoing maintenance of the trees and wider sites. It is noted that recent years have seen very wet planting seasons thereby creating difficult ground conditions for planting. We need to understand if these years are outliers or if they are becoming the norm, and what the impact is on tree establishment and maintenance costs. Although several of the areas to be planted are not accessible by the public in the medium

term there is a need to understand the impact upon the Council's insurance premiums.

- 33 Finance will review the Trees for Climate, £570K grant offer relating to the Batherton Estate in more detail when the delegated decision is being taken. However, it is noted that this grant offer will provide funding for the full 15 years of obligation. It will be the responsibility of the service to manage this in such a way that the risk of the Council needing to supplement the grant is minimised. However, with two grants now offering funding for 15 years there is an opportunity for the service to develop internal tree management services.

### *Policy*

- 34 The recommendations within this report are reflective of the priorities within the council's Corporate Plan 2021-25 and the vision for an open, fairer, greener Cheshire East.

<b>An open and enabling organisation</b>	<b>A thriving and sustainable place</b>  <b>A great place for people to live, work and visit</b>  <b>Reduce impact on the environment</b>
--	---

### *Equality, Diversity and Inclusion*

- 35 Individual carbon projects have equality impact assessments completed where relevant.

### *Human Resources*

- 36 No impact is anticipated

### *Risk Management*

- 37 A programme level risk register will be held and owned by the Head of Environmental Services to ensure a wide view of risks is maintained.

### *Rural Communities*

- 38 It is recognised that rural communities have particular needs relating to land use. Rural landowners have been engaged in the Mersey Forest Plan consultation process and the National Farmers Union of England

and Wales (NFU) have been included as a key stakeholder in the Plan development.

- 39 It is recognised that rural communities have different needs with regards to issues such as transport and domestic heating solutions and may require particular focus.
- 40 A need to develop regenerative agricultural practices will particularly impact the rural community.

*Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 41 No specific impact is anticipated.

#### *Public Health*

- 42 It is expected that reductions in carbon emissions and associated pollutants will have a positive impact on public health.

#### *Climate Change*

- 43 The matters within this report are concerned with reducing the council's carbon footprint.

<b>Access to Information</b>	
Contact Officer:	<p>Carole Hyde, Head of Rural and Cultural Economy  <a href="mailto:Carole.hyde@cheshireeast.gov.uk">Carole.hyde@cheshireeast.gov.uk</a></p> <p>Emma Williams, Carbon Manager  <a href="mailto:Emma.williams2@cheshireeast.gov.uk">Emma.williams2@cheshireeast.gov.uk</a></p>
Appendices:	<p>Appendix 1 – Wider Borough Carbon Action Plan 2025-2030</p> <p>Appendix 2 - Summary of engagement and consultation on The Mersey Forest Plan refresh 2025</p> <p>Appendix 3 – Summary Grant offer</p>
Background Papers:	<p><a href="#">Carbon Action Plan Consultation</a></p>

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# Cheshire East Council

## Borough-wide Carbon Neutrality Action Plan

### 2025-2030 Priority Actions

January 2024



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# 01 Introduction



# 1. Introduction

## Overview and Aims

### Overview

In January 2022, Cheshire East Council announced a pledge to become a carbon neutral borough by 2045, five years ahead of the UK government's national 2050 target. This aligns with pledges made around the country by signatories to the UK100 target, which now represents over 50% of the UK population.

The intention of this plan is to create an initial policy document which will allow the council and key partners to build consensus and action across sectors such as Housing, Transport, Agriculture and Industry to encourage and enable carbon reduction across the borough of Cheshire East. Cheshire East Council recognises the importance of collective activity and a multi-agency approach to decarbonisation as no one organisation acting alone will be able to reduce carbon across the varied areas of emissions

This report has been commissioned by Cheshire East Council to provide a detailed action plan which focuses on the next 5 years to ensure Cheshire East is on track and has actions in place to progress the borough toward carbon neutrality.

The report is structured as follows:

- **Chapter 1** introduces the work and recaps key information from evidence-based on the [Borough-wide Baseline & Carbon Reduction Options](#) report.
- **Chapter 2** sets out the guiding principles on how action will be taken forward and principles the action plan is based upon.
- **Chapter 3** outlines action areas across 6 sectors: Domestic Buildings, Non-Domestic Buildings, Transport, Agriculture and Land Use, Waste and Energy Supply.
- **Chapter 4** contains a monitoring framework to aid towards assessing progress towards the action plan.

- **Chapter 5** contains next steps for the council including how to take the action plan forward.

Further detail and methodology notes are provided in the appendix.

### Aims of the Action Plan

- Highlighting the scale of action and collaboration needed across Cheshire East to achieve carbon neutrality.
- Understand the roles and responsibilities of the council and how to maximise this to support borough-wide action.
- Prioritise actions that will help not only reduce emissions within the borough but also provide co-benefits to its residents.
- Measure the impact of the actions they are taking to ensure they are on track to reaching their target.

### Council and borough targets

Cheshire East Council have already developed an [evidence base and action plan](#) for the Council's own emissions and operations (i.e. their buildings and fleet). The Council set an ambitious target of 2027 carbon neutrality for their own operations and the Council is already delivering projects towards this. Progress against this is reported annually in the [Carbon Neutral Progress Update](#).

The focus of this action plan and supporting analysis is on Cheshire East as a **borough** and how the council can play its part and support stakeholders in the borough to reduce emissions and collectively achieve a 2045 carbon neutral target.



# 1. Introduction

## Work to date

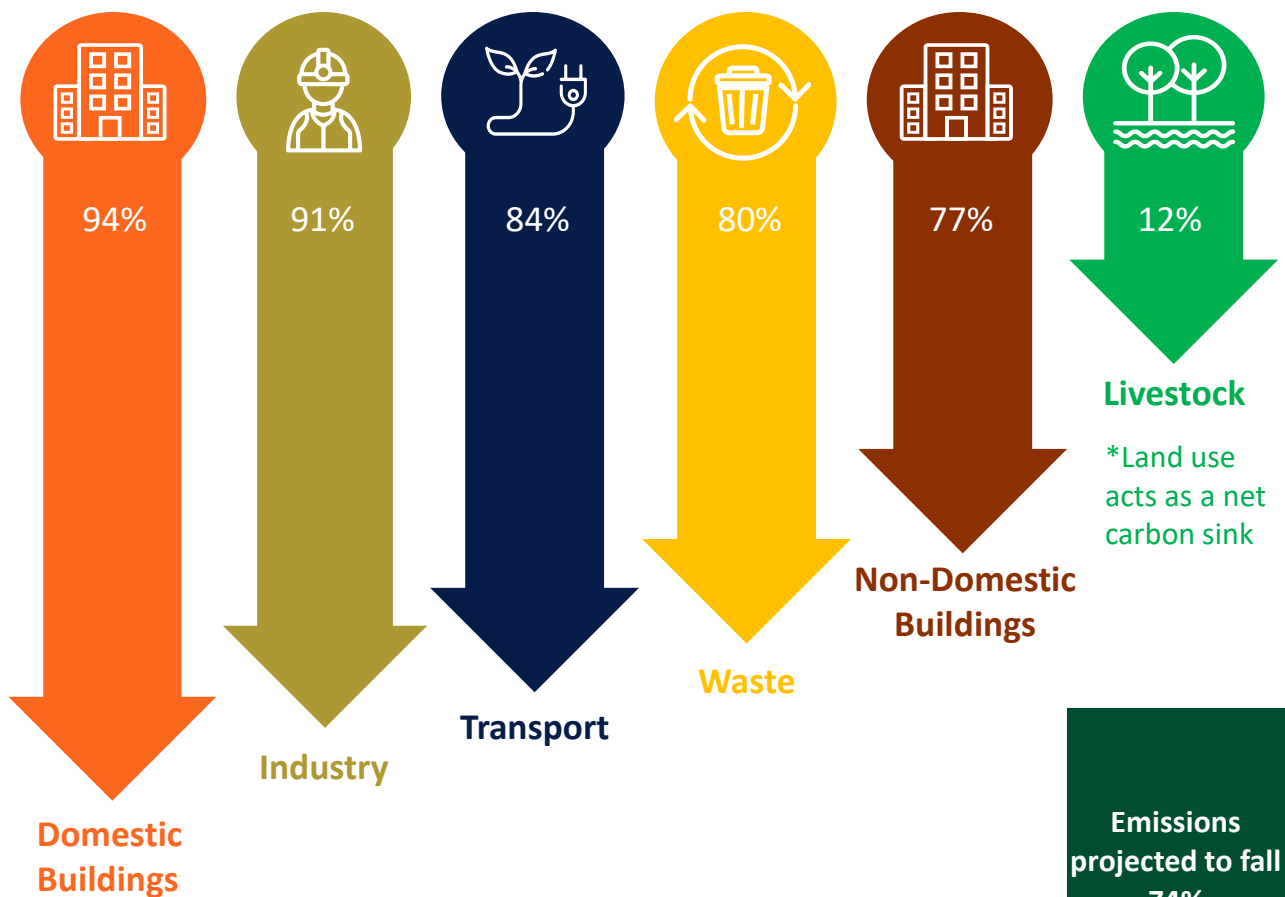
### Previous work

Anthesis has previously provided an evidence-based report [Borough-wide Baseline & Carbon Reduction Options](#) to Cheshire East Council in order to determine the scale of action required and provide options on to deliver progress towards the Council's goal of becoming a carbon neutral borough by 2045.

The predecessor report provided:

- Borough wide emissions baseline and pathway options with the subsequent activities that would make significant contributions to emissions reduction.
- A range of mitigation options which were established for future emissions considering the borough's 2045 target.
- Examples of projects from across the UK were provided to encourage the next stages of action development.

Below illustrates the emissions reductions needed per sector, which have been drawn from the Borough-wide Baseline & Carbon Reduction Options Report.



Note: The Energy sector is not displayed here as it is integrated within the other sectors where the energy is used. Interventions to increase renewable energy supply are included in the emissions modelling.

# 1. Introduction

## Work to date

### Borough-wide emissions baseline

Cheshire East's borough wide emissions for 2019 totalled 2,845 ktCO<sub>2</sub>e. This value includes three greenhouse gases: carbon dioxide, nitrous oxide and methane, all of which are combined into one figure measured carbon dioxide equivalent (ktCO<sub>2</sub>e).

The majority of emissions in Cheshire East come from buildings and facilities (48%) and transport (34%). Livestock (11%) and Industrial emissions (4%) are also significant sources.

The footprint boundary is established from a set list of activities under Scopes 1 & 2 from the Greenhouse Gas Protocol for [city-wide emissions](#). Some of the sub-categories have been merged for Figure 1, the full list can be found in Appendix 1.

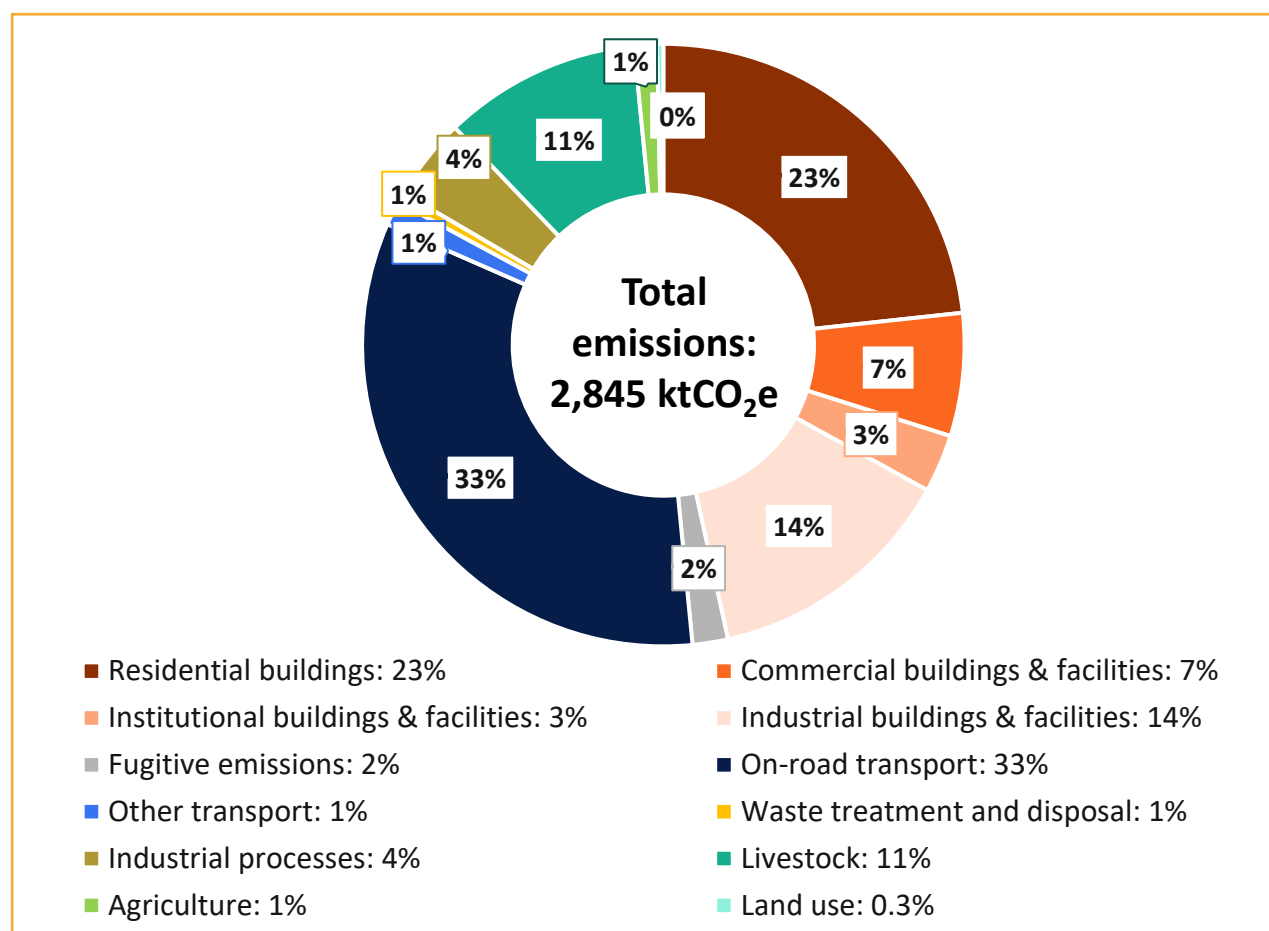


Figure 1: SCATTER 2019 inventory for the borough of Cheshire East shown by emissions sub-category. The total value for buildings and facilities includes residential buildings, commercial buildings & facilities, institutional buildings & facilities, industrial buildings & facilities and fugitive emissions. There may be rounding differences in the statistics presented, refer to Appendix 1 for a detailed breakdown.

*Note: This page provides a summary of what was in the Borough-wide Baseline & Carbon Reduction Options Report. Please refer back to that report for more detailed information on Cheshire East's SCATTER Inventory. The percentage total may not add to 100% due to rounding.*

# 1. Introduction

## Work to date

### Pathways towards a carbon neutral borough

The SCATTER Pathways analysis showed two pathways, business as usual and high ambition, compared against a Paris-aligned carbon budget.

The business-as-usual pathway refers to Cheshire East continuing its current trajectory (following national-led policy and grid decarbonisation); however, emissions only reduce by 17% by 2045.

Alternatively, the high ambition assumes Cheshire East goes beyond the current trajectory and is modelled on the maximum ambition levels of all SCATTER interventions. This leads to a higher emissions reduction (74%) by 2045. Even with the high ambition level, 604 ktCO<sub>2</sub>e will remain. Therefore, it is necessary to go beyond the SCATTER interventions.

Nevertheless, these interventions can be used to understand what needs to happen to achieve this scale of carbon savings. The focus now is on how to achieve this and developing actions which can be linked back to this evidence base.

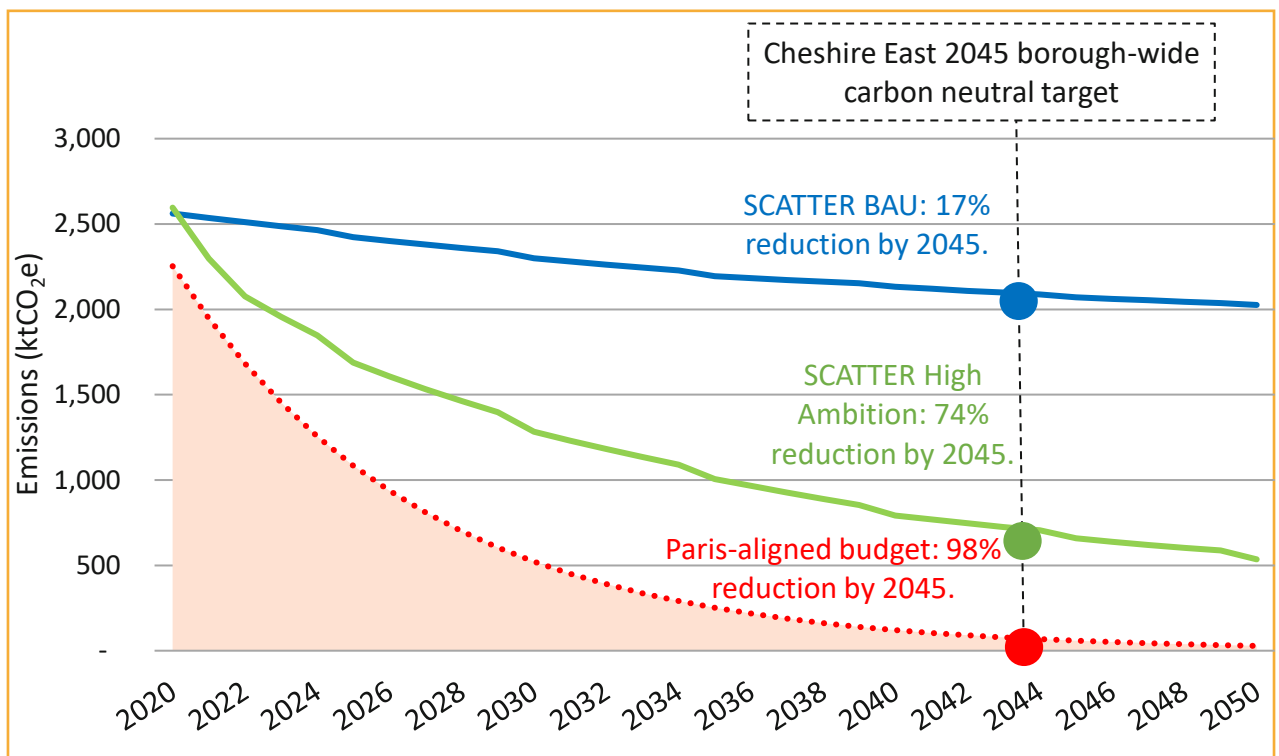


Figure 2: Future emissions pathway for Cheshire East (2020–2050). For more details on the Paris-aligned carbon budget from the Tyndall Centre, please see Appendix 2.

*Note: This page provides a summary of what was in the Borough-wide Baseline & Carbon Reduction Options Report. Please refer back to that report for more detailed information on Cheshire East's SCATTER Pathways and overall analysis.*



# 02 Guiding Principles





## 2. Guiding Principles

### Collaboration and the Council's role

The achievement of borough-wide carbon reduction will require action from multiple stakeholders in Cheshire East and the collaboration of the council, residents, communities, businesses, organisations and national government. The council alone cannot deliver a carbon neutral borough but are well-placed to understand local opportunities and barriers and provide support to stakeholders. The Council has responsibilities in their local area which can be used to enable and encourage action including setting the priorities for the area; working with council suppliers to provide low carbon services; creating a policy landscape that facilitates climate action; providing low carbon infrastructure; convening strategic partnerships; communicating guidance and best practice as a trusted information source and lobbying for further change and the needs of Cheshire East stakeholders. The Council can therefore provide leadership to the borough and work with stakeholders to deliver carbon neutrality in Cheshire East.

“Local authorities are directly responsible for between 2- 5% of their local area's emissions. However, local authorities have many levers that can be used to deliver wider local action to reduce emissions and prepare local areas for a changing climate.”

- [Committee on Climate Change \(2020\)](#)

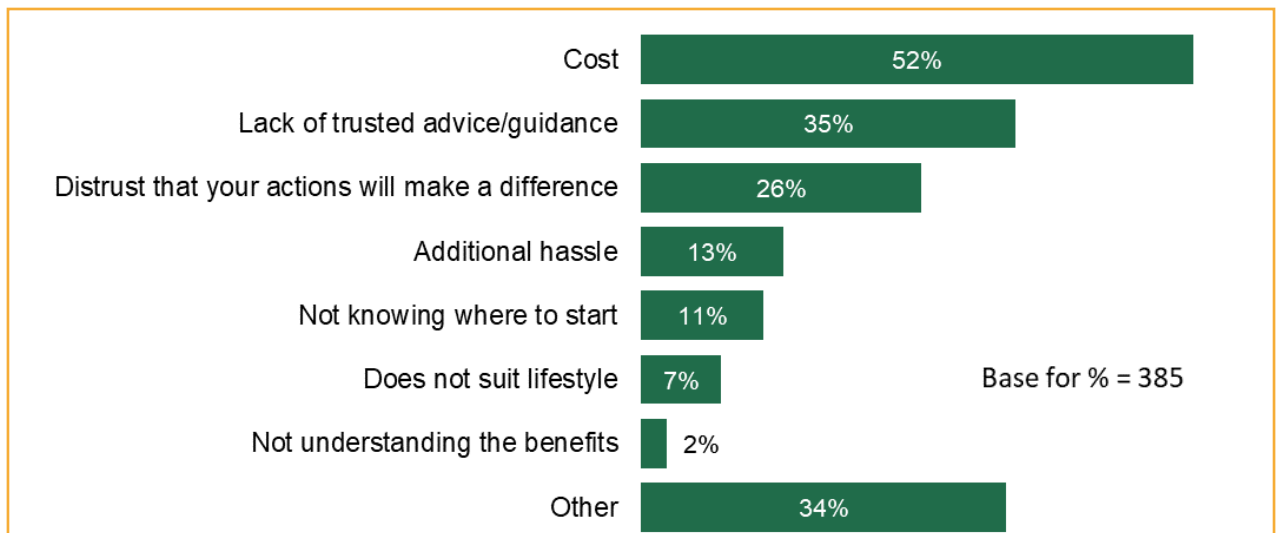


Figure 3: Barriers that limit respondents in reducing their carbon emissions, respondents could select all that applied. The council will work to support others in the borough and where possible reduce the barriers faced to climate action.

Based on the above, the council has developed a set of **Guiding Principles** which will steer future council climate action and ensure that the council is maximising its role and influence to reduce borough-wide emissions.

## 2. Guiding Principles

### Collaboration and the Council's role

#### Guiding Principles

Cheshire East Council is keen to encourage and enable carbon reduction activities across the borough by communities, public sector, private sector and third sector. The council recognises that it is unable to provide support to every activity and will therefore prioritise those projects where its available resources will make a material difference to the amount of carbon reduction that is possible.

#### Overarching recommendations:

- 1** All strategies, plans and policies created or refreshed by the council to incorporate carbon reduction and climate change considerations as a key element of their outcomes.
- 2** A member of each service area (and teams where relevant), to have carbon reduction as an element of their key roles and responsibilities. These officers to then form together an ongoing Carbon Board chaired by the council's Carbon Manager.
- 3** Cheshire East Council will continue to use its influence to encourage and enable carbon reduction activity to take place across the borough of Cheshire East and throughout the council's own supply chain.
- 4** Cheshire East Council will consider the impacts to vulnerable groups for any policy or action that will be taken.

## 2. Guiding Principles

### Collaboration and the Council's role

To understand the type of actions within the council's remit and what they should prioritise, it is useful to consider the level of **influence** that the Council has over different emission sources.

#### Boundaries of Influence

The council's ability to influence stakeholders varies across the different emissions sources within Cheshire East. This is illustrated in Figure 3 the different bandings showing the different levels of **influence over emissions sources** in the borough. Depending on the emissions source, and the associated level of influence, the council may be better equipped either to take direct action, or to take a role in influencing or convening others through more "crosscutting" actions, such as lobbying national government.

It is worth noting that a degree of influence also extends beyond the borough boundary, where Cheshire East's demand (and supply) of goods and services creates emissions in supply chains in other parts of the UK and internationally. These are *consumption-based* emissions. They are not directly considered in this action plan as they fall outside of the boundary of the borough's carbon neutral ambition.

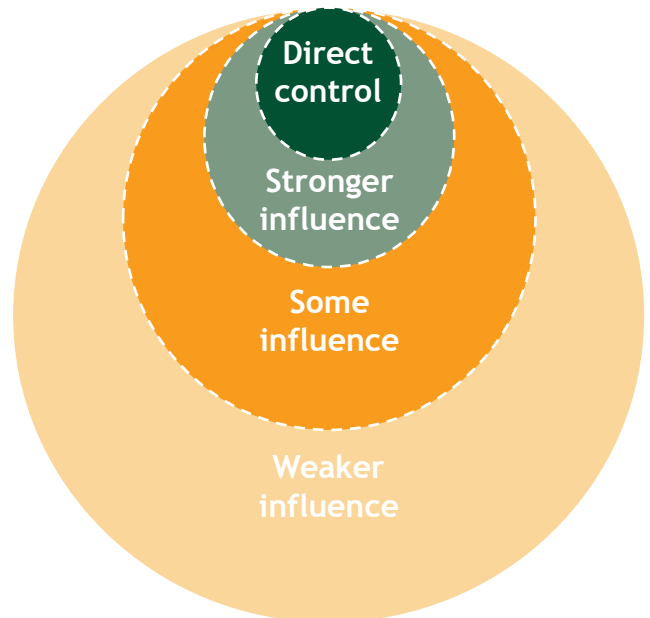


Figure 4: Cheshire East influence boundaries  
*[illustrative and not to scale]*

Table 1: Council degree of influence and the related emission sources

Influence	Description
Direct control	Emissions sources are directly owned or operationally controlled by the council. The council's Scope 1 and 2 emissions are estimated at 2,845 ktCO <sub>2</sub> e.
Stronger influence	Owners and operators of emissions sources are clearly defined but are not directly owned or operated by the council. For example, some council procured or council led activities.
Some influence	Emissions sources do not relate to council owned/operated assets, procurement or council led activities; however, some convening power may exist with specific actors in Cheshire East (e.g., high street businesses).
Weaker influence	Owners and operators of emissions sources are not clearly defined, but still within the borough. Influence limited to lobbying central government, non-governmental organisation, trade associations and public behaviour (e.g., private vehicle ownership).



# 03 2025-2030 Action Plan





### 3. Action Plan

## Principles for action

The following principles have been defined to underpin the 2025-2030 Carbon Neutral Action Plan. They have been used throughout the development of the action plan to ensure the actions agreed are effective and comprehensive.



#### Evidence-based

Linking actions back to the carbon footprint and emission modelling that has been carried out, to ensure the actions are guided by an understanding of the type and scale of interventions needed. This will also help with monitoring progress and impact.



#### Inclusive

Ensuring actions consider equity in order to improve the lives of those most marginalised and vulnerable in society and that climate action does not leave communities behind or negatively impact some groups of society.



#### Localised

Consideration of local priorities to ensure that actions tackle local concerns and use local opportunities. Actions are tailored to the specific context of Cheshire East and the borough's strengths to ensure they are relevant.



#### Collaborative

As outlined on previous pages, collaboration with stakeholders is key for achieving borough targets. Actions should seek to bring together stakeholders, create partnerships and remove barriers for others.

#### Reflecting stakeholder views

Throughout the process of developing this action plan, engagement with local stakeholders in Cheshire East to understand local context and identify any opportunities and barriers in working towards carbon neutrality has been key. It is essential that the actions reflect local views and that these are used to inform the principles around inclusivity, local action and collaboration.

Both internal and external stakeholders were consulted throughout the development of this plan, through 14 different workshops, interview and feedback sessions.

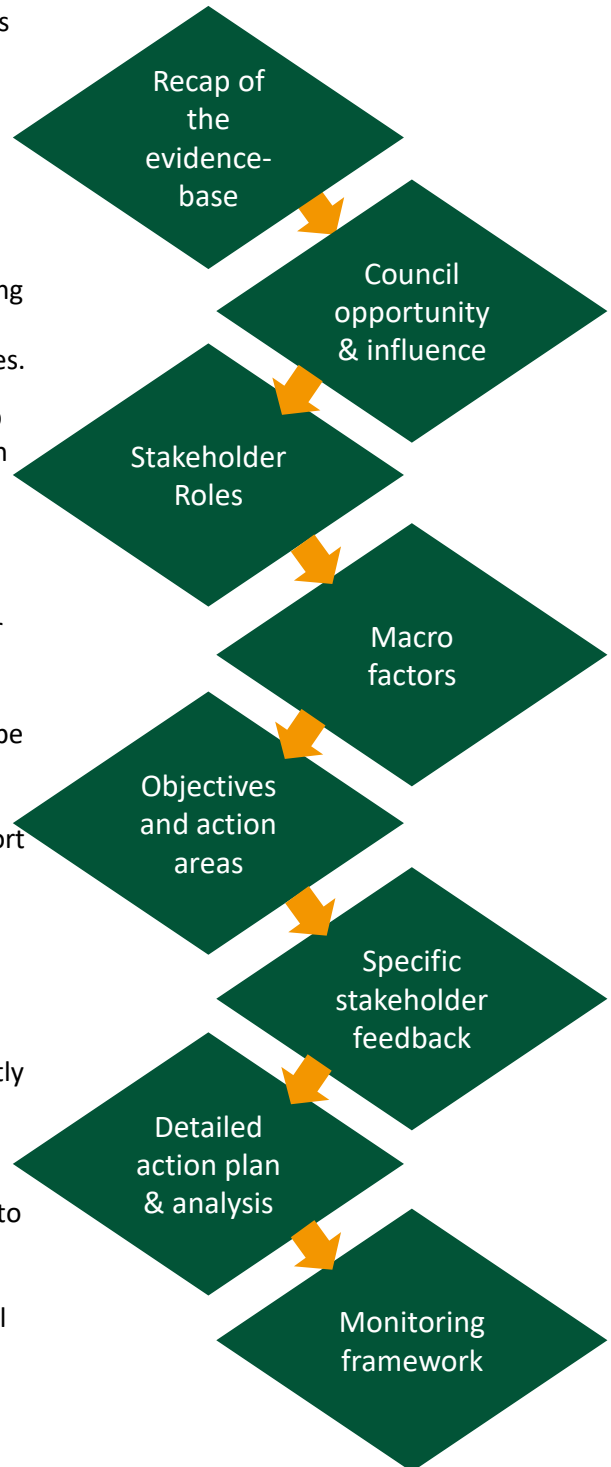
### 3. Action Plan

#### Process for developing actions

In order to develop the list of actions, the following steps have been taken to refine and develop a Cheshire East specific list. This was done by first establishing areas of **impact** by reviewing the evidence base alongside the council's opportunities to influence change, followed by developing **detailed** objectives, actions and implementation considerations.

- **Evidence base recap** - The first step involved reviewing the evidence base on the current context of each sector and the modelled carbon reductions milestones.
- **Opportunities for delivering progress** - The next step was to understand the council's influence within each sector so that the council understands its role in providing support. This was based on insights from engagement with the council, current policies and plans and research into best practice. Similarly, stakeholder groups were also defined for each sector to show the different actors that would need to be involved and what potential roles could be. This exercise was not exhaustive, nor did it aim to prescribe a set of actions but instead aimed to show where different groups could contribute. This ensured that the council's action plan could focus on how to support or enable stakeholder action. Other potential factors that might impact progress but are beyond the influence of the council were also considered.
- **Priority actions** - The above steps were then used to create a set of objectives or action areas where the council should focus its support. This was subsequently broken down into a list of more detailed actions, incorporating specific barriers or enablers raised during local consultation. In addition to the actions, a summary of equality considerations has been added to factor in how the actions may impact the wider society. A more detailed analysis of these actions including metrics for measuring success and potential resource requirements are included in Appendix 4.

Finally, a monitoring framework has been developed to help the council progress the action plan forward. Key performance indicators have been assigned to support tracking and assessing the progress of the actions.



# 3.1 Overarching Actions





## 3.1 Overarching Actions

### Introduction

Achieving the borough's target of carbon neutrality by 2045, will require a range of activities across the council's own operations. Cheshire East Council can positively impact their own carbon emissions through strategy and policy updates, procurement changes and educating staff.

Action area	Current context
Council footprint	The Council's footprint for 2018-19 was 15,447tCO <sub>2</sub> e.
Council staff	The Council employs over 3,500 people working across around 500 services.
Procurement emissions	In the financial year 2021/22 emissions from contracts totalled 4,317tCO <sub>2</sub> e. The majority of emissions was sourced from professional services and rentals.
Towns and Parishes	There are 12 town councils and 90 parish councils within Cheshire East.
Climate action groups	There are several local climate action groups operating in Cheshire East who have come together to form the Cheshire East Climate Alliance.

The [Cheshire East Plan](#) is the main overarching strategy, while the [Carbon Neutral Action Plan](#) includes actions for the council to prioritise in support of its carbon neutral 2027 organisational target. This also includes some enabling actions that will influence climate action across the borough with the council leading by action.

#### Opportunities for Delivering Progress

##### Council's influence: High

The main areas in this section consider actions the council can take internally to ensure its processes, people and decisions are aligned to its carbon neutral target. In addition, the council can maximise the partnerships and relationships it has to make the most of its wider influence to key stakeholders connected to the council.

As a result, the council has a high degree of influence over the Overarching actions. Internally, the council can make changes to internal processes and decisions to ensure that they consider the impacts on the carbon neutral ambition. This does occur to some extent already – the carbon impact of projects is reviewed in some cases, but not consistently, and these impacts are not always prioritised in the final decision. There is also an opportunity with the development of a new Cheshire East Plan for the council to prioritise climate action.

On its work with partners, the council has a slightly lower level of influence, as it cannot demand changes or effort from partner organisations. However, many local organisations are also committed to similar targets and there could be more for the council to do on maximising existing networks and partnerships to collaborate on action, share ideas and concerns. The council can also facilitate more collaborative working and provide advice and guidance.

## 3.1 Overarching Actions

### Working Together

#### Stakeholder Roles

Coordination among various stakeholders across the borough will be important to ensure lessons learned and best practice is shared. Efficiencies and economies of scale can be achieved if effective collaboration occurs with local stakeholders. The following table summarises some of the potential roles for identified stakeholder groups.

Stakeholder	Roles
All suppliers	Reducing emissions in the borough and across the council's wider footprint will rely heavily on suppliers to not only report their emissions and set targets but also to take actions to reduce emissions from their own operations. Reducing their own emissions, particularly those based in the borough will help contribute to borough-wide progress. Scope 3 emissions profile has been developed to support this.
Town and Parish Councils	The local Town and Parish Councils can help with coordination and implementation of actions across the borough. Capacity and resources are limited at Town and Parish Councils, therefore effective management across the Councils will be important.
Local businesses, organisations and residents	There will be specific roles for business, residents and other organisation in each sector but generally there is a need for engagement with guidance and programmes set up by the Council. Communication is needed between all stakeholders.
Public sector	Collaboration and engagement will be required across all public sector organisations in Cheshire East on accessing funding, leading by example and delivering on projects which have multiple benefits e.g. health and climate.
Voluntary, Care, Faith and Social Enterprise (VCFSE) sector	VCFSE organisations will also need to be involved and can embed sustainability practices within their business and day to day roles. The needs of the community or member of the community will need to be considered in changes. The organisations may also be able to help communities through their work.

#### Other factors to consider

The following factors could impact how quickly progress happens:

- **Competing priorities** – When working across different stakeholders across the borough, there will be competing concerns and agenda on how to reach net zero. The priorities of each stakeholder may be different which can be beneficial if lessons and resources are shared, but it could also potentially slow down action if it takes additional time to align activities.
- **Government policy and funding** – Changes to national policy and ambition and availability of funding for resources will help positively or negative enable local action.

## 3.1 Overarching Actions

### Action Plan

#### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green. A more detailed version of these actions including implementation considerations is included in Appendix 4.

Objective	2025-2030 Actions
Encourage and enable council staff to take climate action	Continue to provide education and enhance climate knowledge and explore rolling climate pledges for council staff.
	Every service area within the council to have a named position with a focus on carbon detailed within their role, these carbon champions to form a Wider Borough Carbon Board.
	Prioritise at least one person per team and all committee chairs and vice-chairs to be certified as carbon literate.
	Provide guidance and support on agile working practices to reduce unnecessary travel.
	Design a communication campaign, different to previous approaches, to inform people of the facts/urgency of the situation and motivate staff to proactively act and support activities.
Council policies and processes to prioritise reducing carbon and climate impact	Prioritise and consistently use carbon assessments in the decision process of projects and include carbon pricing into capital investment decisions.
	All policies, strategies and plans that are being developed or renewed to incorporate carbon reduction as a central pillar. Where possible, documents being reviewed to go through the Carbon Neutral team to explore options for carbon reduction. In particular, the upcoming Local Plan, Transport Plan, Corporate Plan and Local Wellbeing Strategy.
	Continue to explore divesting from fossil fuel investments in the council pension fund.
Reduce the council's supply chain related emissions	Assess and monitor the carbon impact of the Council's supply chain and local supply chain.
	Further embed carbon neutral consideration into Procurement Policy (reduce Scope 3 emissions), including through social value and increased weighting.

## 3.1 Overarching Actions

### Action Plan

Objective	2025-2030 Actions
Develop partnerships with local organisations to deliver climate action	Engage with business support organisations and skills training providers to encourage take up of carbon reduction training in local businesses.
	Explore developing an ambassador programme for businesses to facilitate knowledge sharing and support collaboration.
	Identify external groups working on overlapping measures to work together e.g. Air quality steering group.
	Increase co-operation with local environmental and sustainability groups on local engagement and action.
	Work with other local organisations to have joint messaging on the benefits of climate action, in particular the health benefits.
Enable Town and Parish councils to take climate action	Support Town and Parish Councils with information on opportunities for grant funding schemes and potential projects.
	Explore collaborating with partners on roaming resident engagement sessions.
	Promote innovative communications at events with climate action at their core to raise awareness to local residents.
	Work with Town and Parish council to explore setting up dedicated support within the council for Town and Parish climate action and possible opportunities for funding this.
Support a regionally co-ordinated climate action approach	Explore collaboration on climate action with neighbouring authorities and sub-regions.
Explore avenues for generating finance for local low carbon projects	Explore the opportunities for green finance e.g. business rates and explore opportunities in for mechanisms in the way the council raises revenue to raise funding for green projects.
	Continue to promote investment in low carbon projects by the local community and local businesses through community grants schemes.

#### Equality Considerations

- Ensure that work with Town and Parish councils considers the variety in size and geography of the council areas and constituents, to ensure that resource is used in an equitable way.
- Ensure inclusivity and equality are embedded into the way in which Cheshire East Council operates and manages its sustainability work.
- Ensure projects that the council is supporting consider the avoidance of negative impacts on certain communities and that they support inclusion, particularly of marginalised and excluded communities. Ultimately, the outcomes of the plan should work to reduce health inequalities resulting from climate change.
- All climate action should consider vulnerable groups, including the impact of action on communities and opportunities to prioritise action in area most in need.



# 3.2 Domestic Buildings





## 3.2 Domestic Buildings

### Introduction

#### Evidence Base Recap

The domestic buildings sector represents 23% of Cheshire East's total emissions. This sector covers emissions from households from which, fall into one of two categories; heating and hot water emissions and emission from lighting, appliances and cooking. These categories across the borough are approximately an 80:20 split.

Action area	Current context	Modelled milestones
New builds	1,562 new homes were completed in 2022 across Cheshire East. SCATTER modelled a 12,500 increase in the number of households by 2050. This is an estimate based on historical levels of growth and the actual levels of development will be established by the Local Plan.	<ul style="list-style-type: none"> <li>7,200 households receive "medium" retrofit.</li> <li>57,500 households receive "deep" retrofit.</li> <li>9,600 new houses projected in SCATTER are built to Passivhaus standards.</li> <li>Reduce energy demand for appliance, lighting and cooking by 31%.</li> <li>46% of heating systems are heat pumps or equivalent electrified systems, 54% met by gas/solid fuel systems.</li> <li>32% reduction in gas usage for domestic cooking, displaced by electric systems.</li> </ul>
Energy Performance Certificate (EPC)	19% of domestic EPCs were rated B and above.	
Vulnerable households	18,475 properties are classed as in fuel poverty.	
Housing tenure	The 2021 census showed 16% of the market is private rental, 12% is social rented and 72% is owner occupied.	
Gas consumption	From 2010 to 2020, gas consumption fell by 2% borough wide, 12% per household.	

The Council has the [Cheshire East Plan](#), [Building Regulations](#), [the Local Plan](#) and the [Housing Strategies](#) as the main strategies in this area. The council mostly delivers energy efficiency improvements through central government grant schemes e.g. HUGS and SHCF. These schemes have been successful but that only apply to a small proportion of homes that meet the qualifying criteria, leaving many other homes unsupported. The council also has the [Rural Action Plan](#) in place which includes rural property actions.

#### Opportunities for Delivering Progress

##### Council's influence: Medium

In order to deliver improvements to homes the council relies on central government funding to be available, which is changeable and outside of the council's control. The council does have good networks with registered housing providers which could be maximised to encourage and drive improvements. The council has the ability to share information on grant opportunities to households that qualify (e.g. vulnerable households or rural communities) and does use this influence to encourage householders to take up schemes where relevant. The council has less ability to influence those who do not qualify for funded schemes and will need to provide guidance and information but cannot fund measures in those homes.

## 3.2 Domestic Buildings

### Working Together

There is also opportunity to influence new developments via planning and the update to the local plan. However, ambition may be constrained by what is included in the National Planning Policy Framework and current building regulations. There are also competing priorities for new developments which may limit the extent to which carbon reduction is implemented so the council will need to explore how to balance this.

The private rental market is seen as difficult for the council to influence but there are networks with landlords that the council could use for engagement. The enforcement of Minimum Energy Efficiency Standard (MEES) and housing efficiency standards was seen as an area that the council was more reactive in but could use its powers to improve.

#### Stakeholder roles

As the sector with the largest emissions within the borough, it is critical stakeholders are meaningfully engaged to tackling emissions in domestic buildings.

Stakeholder	Roles
Registered housing providers	There will be a need to work with housing providers to improve housing stock and access government funding. There may also be a need for housing providers to engage with their tenants on energy saving.
Private Landlords	Landlords are required to meet certain energy efficiency standards so there is a need for landlords to make improvements to properties and exceed these where possible.
Homeowners	Given that a large proportion of homes are owner occupied, there will be a need for those able to pay to make improvements to their homes. There are barriers to retrofit but other improvements could also be explored such as smart meters. Residents can engage with energy advice and guidance, where applicable.
Developers	With the local plan review, developers have the opportunity to engage with plans to explore ways to further reduce carbon in new developments.
Retrofit providers	Skills we be needed from industry to deliver home improvements.
Regional Bodies e.g. North West Net Zero hub	There is a need to encourage and promote regional collaboration where best practices can be shared, such as the Regional & Authority Level Retrofit Assessment.
National Government	Further funding and grant schemes will be needed to aid the most inefficient and poorest households to have energy saving measures. Ambitious planning policy, building regulations and the phasing out of fossil fuels is needed.

#### Other factors to consider

The following factors could impact how quickly progress happens:

- **Skilled workers** – There are not enough qualified engineers and retrofit workers to meet the demand that is required. Engaging with education institutions will be important to ensure that there is a growing local workforce.
- **Government policy** – Policy changes to domestic heating systems can impact the roll out of heat pumps and other electrified systems.

## 3.2 Domestic Buildings

### Action Plan

#### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green.

Objective	2025-2030 Actions
Support private rental market to improve energy efficiency of domestic properties	Improve enforcement of minimum energy efficiency standards to capture non-compliance, providing support to tenants and landlords where needed. Create mechanism to report landlords not meeting standards.
	Provide guidance and educational resources to landlords on the need to improve properties and the benefits of investing.
	Create green accreditation schemes for private landlords including access to finance, suppliers, installers and discounted EPC surveys as an incentive to the private rental sector to improve energy efficiency.
	Local Skills Improvement Plan to ensure skills to deliver medium and deep retrofit and engineering are within the local workforce.
	Improve enforcement of minimum energy efficiency standards to capture non-compliance, providing support to tenants and landlords where needed. Create mechanism to report landlords not meeting standards.
Planning supports net zero ambitions by increasing energy efficiency in new builds	Explore using the Local Plan refresh as an opportunity to increase ambition on the standard and quantity of net zero new builds and carbon reporting.
	Develop supplementary planning documents or other guidance to provide advice on improving energy efficiency, low carbon heating and renewables. Consider using Passivhaus or equivalent as the standard.
Support the development of net zero infrastructure	Engage with our Distribution Network Operators (DNOs) to plan for greater electrification of systems in households.
	Identify future residential developments that meet criteria for heat networks or heat network zoning.

## 3.2 Domestic Buildings

### Action Plan

Objective	2025-2030 Actions
Enable and advise vulnerable households to improve home energy efficiency	Support off-gas or rural communities to switch heating systems to sustainable sources through grant funding and awareness raising.
	Provide guidance and advice to households to publicise the availability of government funding for retrofitting and energy efficiency measures, such as ECO4 and ECO flex.
	Directly allocate available funding for retrofit or prioritise delivery of grant funding of low energy efficiency homes in the borough, for the most vulnerable households.
	Explore the use of green finance on how to retrofit homes (e.g. green mortgages).
	Continue to work with social housing providers to deliver grant funding and use lessons learnt to expand schemes in future.
Support homeowners and the able to pay market to improve energy efficiency of domestic properties	Provide information to residents on retrofit options where feasible.
	Create a strategy which establishes a framework for large scale residential retrofitting and the council's role within it.
	Set up means for residents to collaborate and showcase local examples of decarbonisation via council website.
	Continue to develop neighbouring sub-regional co-operation on housing, which could lead to sharing capacity and resources and supporting green finance opportunities.

#### Equality Considerations

- Households on low income may struggle to attain the benefits of retrofitting measures due to having a lack of access to upfront capital costs.
- Households which are affected by fuel prices and the rising cost of living, should be considered to make sure their health and wellbeing is not significantly impacted.
- Remote communities are more likely to require substantial intrusive measures due to hard to treat housing from being less likely to be connected to the mains gas and electricity.
- In the rental sector, the cost for some retrofitting measures may be passed on to tenants, who may or may not have the funds.
- Local businesses will feel time and cost pressure from larger businesses meeting their targets.
- Businesses will need to upskill workers to install electric heating.



# 3.3 Non-Domestic Buildings & Industry





## 3.3 Non-Domestic Buildings & Industry

### Working Together

Influence of private businesses is more limited. For SMEs, some grant funding can be accessed and facilitated by local authorities but this is reliant on the provision of it. The council can use its connections with large businesses in the borough, particularly those which operate internationally and follow international best practice for reporting and target setting to facilitate knowledge sharing and best practice. The council can also encourage knowledge and resource sharing through social value offers, where appropriate. There may also be a role in convening and facilitating collaborative projects using business networks and clusters.

#### Stakeholder roles

Tackling emissions in non-domestic buildings requires coordination between multiple stakeholders given the different types of businesses and building owners across a whole borough.

Stakeholder	Roles
Public sector	Some public sector buildings can access grant funding for delivering energy efficiency improvements. Organisations in the public sector can work together and share best practice. Feasibility studies and match funding may be required for improvements.
SMEs	Although only small businesses, there is still a need for SMEs to reduce emissions from their operations. Monitoring energy usage and exploring grant funding or ways of financing improvements will need to be adopted. However, some SMEs may be tenants so will be limited in building interventions.
Large businesses	Large businesses could have a large impact by reducing energy consumption at sites. However, they are not always headquartered in the borough even if they do have significant operations, which can make it difficult for them to have autonomy to act locally. More efficient industrial processes will also need to be delivered by businesses.
Business Parks	There could be a role for businesses located in business clusters to collaborate and share resources on climate action.
Heritage building owners	Heritage buildings may present challenge as there are restrictions on development however it is still important that energy saving measures are made where possible.
National Government	Further funding and grant programmes will be needed to support businesses, particularly small businesses. Further policy and legislation on emissions reduction from industry can support decarbonisation. Ambitious planning policy, building regulations and the phasing out of fossil fuels is needed.

#### Other factors to consider

- **Government policy** – Changes to policies that impact energy efficiency, low carbon fuels and the uptake of renewables will be important to help give confidence to companies to implement interventions.
- **Innovation and competition** – Companies are increasingly setting their own science-based targets and seeing the pressure from investors and customers to make more sustainable choices. This may drive further demand and opportunities.

## 3.3 Non-Domestic Buildings & Industry

### Introduction

#### Evidence Base Recap

Emissions from non-domestic buildings make the sector the second largest contributor to Cheshire East's emissions profile. There are four sub-categories within non-domestic buildings, the largest being industrial building and facilities (14%), then commercial buildings and facilities (7%), institutional buildings and facilities (3%) and the smallest is fugitive emissions (2%). Similarly, to domestic buildings, emissions within non-domestic buildings split into two categories at a ratio of 60:40; heating and hot water emissions and emission from lighting, appliances and cooking.

Action area	Current context	Modelled milestones
Display Energy Certificate (DEC)	In 2020, over 1 in 4 were rated E,F or G.	<ul style="list-style-type: none"> <li>Reduce heating demand in buildings by 17%.</li> <li>11% reduction in demand for appliances, lighting and cooking.</li> <li>46% of heating systems are electric, with the remaining 54% being supplied by non-electric systems.</li> <li>Process emissions reduced: 26% for chemicals, 18% for metals, 22% for minerals and 73% other industries.</li> </ul>
Businesses	As of 2023, there are 19,300 enterprises in Cheshire East.	
Small Medium Enterprises (SMEs)	Over 90% of businesses in Cheshire East are classed as SMEs.	
Gas consumption	1,700 GWh of gas was consumed in 2021 in Cheshire East.	
Listed buildings	There 2,637 listed buildings in Cheshire East.	
Public sector	In 2020, emissions from public sector buildings was 63.12 ktCO <sub>2</sub> e. There are 155 schools in Cheshire East and 16 leisure centres.	

[Building Regulations](#) are the key policy managing new non-domestic property development. The [Council's Asset Management Plan \(AMP\)](#) also supports the Council's decision making about investment in its land and property assets to deliver its services.

#### Opportunities for Delivering Progress

##### Council's influence: Low

As this sector is largely owned and managed by public and private sector organisations outside of the council, most of the activities sit outside the council's direct influence. However, the council has significant influence over the buildings it owns, which form a small proportion of non-domestic buildings across the borough. The council has good relationships with other public sector organisations in Cheshire East (e.g. schools and leisure centres) and the council could support access to funding, feasibility studies and other public sector financing. The council could also use this network to convene public sector organisations to have a joined-up approach.

Through planning, the council can also play a wider role in the decisions around new developments, and the Local Plan can be an enabler to push forward better standards, however the need to align with the national planning framework has historically limited net zero ambition in this area. The council can use upcoming reviews of the Local Plan to influence improvements.

## 3.3 Non-Domestic Buildings & Industry

### Action Plan

#### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green.

Objective	2025-2030 Actions
Enable and encourage businesses to support the borough's net zero ambition	Engage with managed business parks to share best practice and identify collaborative projects.
	Lever external support for low carbon research and innovation by businesses, building strengths sub regionally and nationally.
	Conduct feasibility studies for additional low-carbon energy networks in areas of high heat demand e.g. Town centres and industrial estates across the borough.
	Promote the adoption of heat networks, including through heat network zoning and planning.
	Encourage businesses to set net-zero targets and provide open reporting of energy and carbon data.
	Engage with the Cheshire and Warrington sub-regional and the Sustainable and Inclusive Growth Commission to deliver recommendations.
	Explore opportunities to be involved in Net Zero North West Cluster Plan and maximise the local benefits of such a scheme.
	Explore a climate pledge related to decarbonising buildings for all businesses in the borough.
Provide tailored support to SMEs to monitor and reduce their footprint	Provide guidance and support to SMEs to monitor annual energy usage and create mechanism to report this.
	Continue to support businesses in accessing green finance and grants by providing staff resources for guidance and advice (e.g. shared prosperity fund).
	Rural lead to continue and expand work supporting businesses to increase energy efficiency and development of plans.



## 3.3 Non-Domestic Buildings & Industry

### Action Plan

Objective	2025-2030 Actions
Planning supports net zero ambitions by increasing energy efficiency in new builds	Investigate using Section 106 developer contributions and Community Infrastructure Levy to deliver net zero infrastructure.
	Explore using the Local Plan refresh as an opportunity to increase ambition on the standard and quantity of net zero new builds and carbon reporting.
	Use existing networks (e.g. Local Government Association (LGA)) to lobby for increased ambition in National Planning Policy Framework (NPPF).
Provide guidance to owners of listed buildings on options for decarbonisation	Provide guidance and best practice and promote knowledge sharing through the sub-region on listed building retrofit. Support owners to understand eligibility for funding and options for retrofit.
Enable and encourage public sector and community groups to support the borough's net zero ambition	Share lessons learnt and lead the way for others in the borough by decarbonising the council's own property.
	Use relationships with schools and leisure centres to support them with access to finance for retrofit and provide guidance on decarbonisation.
	Use the existing sustainability network to share knowledge and build collaboration opportunities. Explore ways the council can support this group.
	Support community groups and charities to decarbonise their buildings and activities.
	Engage with large public sector bodies and wider public sector partners, such as the police, to find synergies. Work collaboratively with, and support, NHS Trusts in working towards their net zero ambition through e.g. Heat Networks and joint procurement.

#### Equality Considerations

- New developments can be poorly equipped to future climate risks if not taken into account.
- Most small – medium businesses are tenants, which provides a barrier to retrofitting. Furthermore, the upfront capital cost for retrofitting may be too much and therefore lower operational costs will be missed out.
- Larger businesses achieving ambitious standards will likely apply pressure to local trade in cost and time.
- Many larger enterprises take a portfolio approach to retrofitting, which may lead to sites in Cheshire East becoming deprioritised.

# 3.4 Transport





## 3.4 Transport

### Introduction

#### Evidence Base Recap

Transport is the largest contributor (34%) to the carbon emissions profile for Cheshire East. The majority of emissions are associated with on road transport (33%), which includes all private and freight travel, while the remaining 1% is attributed to waterborne, rail and off-road vehicles (other transport).

Action area	Current context	Modelled milestones
Active travel	In 2021, 35% of people regularly walk or cycle 5 times per week.	<ul style="list-style-type: none"> <li>25% reduction in the average number of passenger miles travelled per person.</li> </ul>
Car ownership	75% of the mileage on Cheshire East's roads in 2019 were from private cars and taxis.	<ul style="list-style-type: none"> <li>5% reduction in the share of miles driven on roads.</li> </ul>
Public transport	The average number of bus journeys per person in 2021 was 6.	<ul style="list-style-type: none"> <li>Share of passenger miles increases 5% through active and public transport.</li> </ul>
Ultra-low emission vehicles (ULEV)	4,500 of registered vehicles are ULEV.	<ul style="list-style-type: none"> <li>89% of private vehicles are EV (electric vehicle) or HEV (hybrid electric vehicle).</li> <li>All buses and trains are electric.</li> </ul>
Heavy and light goods vehicles (HGVs/LGVs)	0.2% of HGVs/LGVs were electric in 2021.	<ul style="list-style-type: none"> <li>Road freight mileage reduces by 9% and the efficiency per mile travel increases by 71%.</li> </ul>

The Local Plan also includes some policies around minimising journey times. The Cheshire East EV Infrastructure Strategy is the key document outlining delivery of infrastructure to enable electric vehicle use. The [Cheshire East Highways Asset Management Strategy](#) focus on council assets. The [Local Transport Plan and Local Transport Development Plans](#) outline the actions and potential schemes to improve the transport network to support the borough. The extent to which these strategies prioritise environmental implications needs to be considered, given the potential competing priorities arising.

#### Opportunities for Delivering Progress

##### Council's influence: Medium

The council has a higher influence over transport and highways assets that the council owns and operates but is not able to change assets outside of its control. Planning requirements need to be considered with relation to the infrastructure needed to facilitate these changes. There are opportunities with updating the Local Transport Plan which can support and influence change in this sector. The council has the ability to provide infrastructure including cycle ways, public footpaths, bike storage and EV charging in owned car parks. By providing infrastructure and guidance to individuals and businesses, the council can use its wider influence to encourage the use of lower carbon travel options including active travel and electric vehicles. The council can influence access to buses, particularly rural buses but is more limited on national rail services. Lack of resource was mentioned as a barrier to the council, encouraging more behaviour change and the extent to which this is within the council's remit has been challenged.

The council's influence over external organisations on transport is limited but the council should still use existing networks to engage, particularly with larger companies who may have their own climate ambitions. There may be existing relationships with taxi companies via licensing for raising awareness.

## 3.4 Transport

### Working Together

Freight transport is an area where the council will have very limited ability to influence and requires transport authorities and industry to change, though there could be opportunities to explore strategic logistics sites as part of the council's Economic Strategy.

#### Stakeholder roles

Reducing transport emissions will require coordination from multiple stakeholders to ensure there is an efficient way for people to travel from point A to point B.

Stakeholder	Roles
Health sector	Communications advocating for active travel options can have their outreach extended by collaborating with the health sector.
Schools	Schools are a priority area to ensure that measures are implemented to improve air quality. Schools can play a role raising awareness with parents and pupils and ensuring measures are in place for safe active travel and public transport.
Businesses	Businesses have a key part in supporting employees with sustainable travel options. Guidance on travel planning will need to be distributed by to employees and facilities such as bike storage, showers and EV charging can support staff. Incentives could also be provided. In line with the other interventions in this sector, commercial vehicles will also need to shift to alternative fuels and where possible journeys reduced.
Residents	A large part of this sector relies on residents being able to uptake active travel, public transport and EVs. Whilst it is important this is enabled by the council, there will still be a need for behaviour change from people to choose more sustainable options where possible.
Freight	Freight makes up a significant part of transport emissions so there is a role for freight companies to consider local consolidation and decarbonising vehicles. Although many will operate beyond the boundary of Cheshire East.
National Government	Funding for infrastructure will be needed to support councils to deliver sustainable travel options. There also needs to be ambitious policy and phasing out of fossil fuel vehicles.

#### Other factors to consider

- **Behaviour change** – Cheshire East is a heavily car dependent area which will require a significant shift in behaviours for residents to switch to active travel options. This change may occur quicker or lower than desired but will rely on a trusted infrastructure system to encourage the change.
- **Technology changes** – Council policies will need to stay flexible enough to allow for the consideration of new innovative technologies. Stakeholders will need to stay on top of emerging changes.
- **Level of coordination** – For the transport sector in particular, it requires increased coordination between different stakeholders as people do not move just within the borough but also to neighbouring local authorities. Understand where the demand is for travel will be important and ensuring that there are low carbon options available for those commutes.
- **Supporting infrastructure** – There are concerns about a lack of supporting infrastructure and services e.g. roads not suitable for cycling, EV charging points and lack of public transport.

## 3.4 Transport

### Action Plan

#### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green.

Objective	2025-2030 Actions
Planning supports net zero ambitions by prioritising low carbon transport options	Explore options to encourage developers to create neighbourhoods with good access to services and public transport and active travel infrastructure/facilities (e.g. bike racks, cycle lanes, and wide and well-lit pavements).
Enable and support schools to reduce their emissions	Work with schools and academies in the borough to encourage active travel, set up walking buses and provide cycle workshops.
	Explore the possibility of restrictions on idling through anti idling campaigns, introduce parking zones and road closures near schools during peak hours.
	Engage with schools to identify opportunities for new or extended school bus routes.
Support decarbonisation of freight	Encourage and support council suppliers and other businesses to utilise rail freight or waterborne opportunities as opposed to HGVs.
	Review opportunities for freight consolidation and loading restrictions, (including personal deliveries) in town centres, to reduce last mile emissions.
	Encourage the use of local suppliers through setting up "meet the supplier" events and promote the benefits of consolidating journeys in forums and business groups.
Encourage businesses to reduce business related journeys and support their staff to use sustainable transport options	Facilitate flexible and agile working practice for businesses through supporting development of co-working spaces.
	Encourage businesses to offer incentives to staff to use more sustainable transport e.g. active travel, public transport and EVs.
	Encourage businesses, particularly large employers to develop a sustainable travel plan including providing facilities for active travel (e.g. cycle to work scheme, bike racks) and infrastructure for EV and alternative fuel (e.g. Hydrogen) to support their staff to make sustainable travel choices.
Support commercial vehicles to switch to EV	Engage with businesses on route optimisation techniques and provide guidance on the benefits of switching to EVs.
	Engage with taxi companies on the benefits of switching to EVs and barriers to switching fuels.
Encourage residents to use more EVs	Provide guidance on travel planning, and the benefits of switching to EVs, so residents can make informed choices.
	Explore and identify EV funding opportunities (for purchasing an EV or installing charge points) which are aimed at residents.

## 3.4 Transport

### Action Plan

Objective	2025-2030 Actions
Improve infrastructure for lower carbon transport options	Install EV infrastructure in identified strategic sites across the borough to support the switch to EVs, in line with the EV charging strategy.
	Continue to deliver on EV infrastructure strategy including measures on buses, taxis, off street parking and DNO engagement.
	Ensure all new road building and road maintenance projects minimise their carbon impact.
	Explore the opportunities to improve on and expand active travel corridors defined by those set out in the Cheshire East local cycling and walking infrastructure plan.
Use plans and strategies to increase active travel and disincentivise higher carbon transport options	Identify sites of high active travel footfall and consider measures which will encourage a greater uptake (e.g. cycle lanes and pedestrian zones) and provide safe and clean areas for residents.
	Continue to deliver on Air Quality Action Plan including developing active travel strategy, low emission strategy, website updates and school resources.
	Consider schemes that have been implemented elsewhere such as emissions-based charges, low emission zones, workplace charges to encourage the switch to EVs and consider potential impacts of this. Review speed limits where appropriate and consider more 20 mph zones where appropriate.
Enable communities to have more low carbon, accessible and reliable public and shared transport options	Work with industry partners to decarbonise public transport across the borough e.g. switching buses to 100% electric.
	Use the Local transport plan to improve service offerings and to explore how we can develop a public transport offering which reflects the needs of residents in each geographical area.
	Encourage car sharing including car sharing apps.
	Support demand responsive transport and promote car club developments across the borough.

#### Equality Considerations

- The lack of accessible active and public travel infrastructure may limit vulnerable and differently-abled groups, therefore private vehicles may be their only option. There could be a need for more specialist services and/or equipment which might not be available locally.
- Improvements in active and public travel options need to consider vulnerable populations and equity to ensure improvements benefits are not just seen in more affluent or already well-connected areas.
- Low-income residents are less likely to be well served by decentralised services and the high cost of public transport compared to private vehicle use will act as a barrier. It is unlikely that these communities will switch their ICE vehicles to EVs due to the current costs and lack of proper infrastructure.
- Businesses may have to switch to EVs if they are within a congestion or emission zone. This will cause a high upfront cost which some businesses may struggle with.
- Communities in rural areas of Cheshire East will most likely rely on their private vehicles as public transport is not feasible.



# 3.5 Agriculture & Land Use



## 3.5 Agriculture & Land Use

### Introduction

#### Evidence Base Recap

The agriculture and land use sector accounts for 12.03% of Cheshire East's carbon baseline. There are three sub-categories that contribute to this value are livestock (11%), agriculture (1%) and land use (0.3%). Livestock and agriculture are sources of emissions stemming from farm animals and crop farming practices, respectively. Land use acts both as a source and sink for emissions due to changes in the land's use and the natural environment taking up carbon.

Action area	Current context	Modelled milestones
Land use type	70% of land in Cheshire East is classified as agricultural, as of 2022.	<ul style="list-style-type: none"> <li>• 12% reduction in the number of livestock.</li> <li>• Increase lone tree planting to the equivalent of 50 trees per hectare.</li> <li>• 24% in forest coverage and a 7% decrease in grassland.</li> </ul>
Livestock	1.8 million poultry, 140,000 sheep, 125,000 cattle and 8,000 pigs as of 2020.	
Non developed land	91% of land is classed as non-developed in Cheshire East in 2022.	
Council-owned land	Over 2,600 land and building assets under Cheshire East ownership.	
Tree coverage	Lone tree coverage for 2020 was approximately 45 trees per hectare.	
Woodland	In 2022, 9,250 hectares across Cheshire East was classed as woodland or forestry.	

The [Green Infrastructure Plan](#) is the council's main plan covering the natural environment and outlines the aspirations for a comprehensive and connected green infrastructure that will meet the needs of people and nature in the 21st century; to pass on a better environment to the next generation. This outlines the four reasons to invest in Cheshire East's natural green infrastructure, one of which is climate change.

The Local Plan also includes some policies around the use of land, while the Environment Strategy covers how the council will address the issues in agriculture and land use. [Cheshire East Greenspace Strategy](#) covers the management and connection of green space to maintain health and wellbeing and biodiversity while the Landscape Scale Partnership Strategy sets out how the council will work with National Trust to effectively manage land in the north of the borough. The protection of peatland is also a priority of the council following a study into the [Peatlands of Cheshire East](#) and their environmental importance.

#### Opportunities for Delivering Progress

##### Council's influence: Medium

The council has significant influence over land that it manages and owns, to best understand the most beneficial use of that land in relation to biodiversity, carbon sequestration and sustainable land management practices. The council has less influence over the activities and practices of local landowners on their land but has an opportunity to showcase leadership and provide guidance on sustainable practices. Planning is also a key enabler in ensuring sustainable land use while considering biodiversity implications and can impact new developments.



## 3.5 Agriculture & Land Use

### Working Together

A particular focus will be on agricultural land, the council has limited influence over farming and farming practices, but it is a key sector for the borough and there are existing networks to engage with. Peatland is also a priority but some of this is on privately owned land so the council must use its influence to raise awareness and work with other landowners.

#### Stakeholder Roles

Protecting and enhancing the agricultural sector will be greatly help the borough in increasing its carbon sequestration potential. There are a number of land-owners and land uses to consider:

Stakeholder	Role
Farmers	As a significant land use in Cheshire East is agriculture, farmers are a key stakeholder. They have a role in engaging with this agenda and exploring more sustainable farming practice where possible.
Landowners	There are a number of private landowners in Cheshire East that can also play their part by protecting and enhancing green space and biodiversity. There will be a need to engage with the council and other landowners.
Education	Colleges, in particular, Reaseheath College, offer Agricultural courses to help support and shape the future of farming. The colleges can help increase agricultural skills in the local workforce.
Local communities	The use and continued protection of green spaces from local communities will be important to ensure that they are maintained. Volunteer and community groups are often the champions of these efforts and support tree planting efforts.
National Farmers Union	The NFU can help communicate the importance of climate change and sustainability. They have the ability to coordinate nationally and align on guidance and information provided to farmers.
National Government	There is a need for ambitious policies on new developments and support for the agricultural sector to reduce emissions.

#### Other factors to consider

- **Ownership of assets** – A continued assessment of the ownership of assets that could plant trees, create new wetlands and wildlife zones, and create public green spaces will be important. As ownership changes, engaging with these landlords will be critical to ensuring green infrastructure remains a priority.
- **Biodiversity and ecology** – Plans must ensure carbon reduction and sequestration opportunities do not overtake wider environmental impacts and cause adverse effects on biodiversity and local ecosystems.
- **Changing diets** - There may be a shift in diets that could impact livestock in Cheshire East as people shift to local, seasonal and plant-based foods. The extent at which this behaviour change happens will impact the livestock industry.

## 3.5 Agriculture & Land Use

### Action Plan

#### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green.

Objective	2025-2030 Actions
Support the farming community to encourage regenerative and sustainable farming practices	Review the Farms strategy and Agricultural Land Holdings to maximise opportunities to reduce carbon emissions.
	Continue to engage with the National Farmers' Union (NFU) and other key agricultural stakeholders to provide guidance on sustainable farming practices.
Maximise carbon sequestration, support biodiversity and use sustainable land practices on council owned land	Where possible, restore, retain and protect existing land uses which store carbon dioxide on council-owned land. E.g. allow community groups to grow and upkeep wildflower verges, small grass areas and have access to allotments.
	Update the Green Infrastructure Action Plan to include Landscape-scale projects, town and service improvements.
	Work with town councils and other local community groups to deliver tree planting and other carbon sequestration activities as well as management of trees, especially in flood prone areas.
Planning supports net zero and biodiversity ambitions	Ensure tree cover, green infrastructure and Biodiversity Net Gain (BNG) is considered for all new developments through the new Local Plan by mandating for a minimum level of tree coverage in new developments, in line with the Carbon Neutral ambition.
	Where possible, ensure new developments support the environment by avoiding constructing on sequestering land e.g. greenbelts and peatlands.
Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Raise awareness through business networks and provide guidance to businesses on tree planting and local offsetting.
	Where possible, avoid any degradation in healthy peatlands and restore as much degrading peat (which acts as a carbon source) as possible by working with landowners.
	Engage with local land owners and key stakeholders on land use issues and ways in which the council can provide support.

#### Equality Considerations

- Lower income areas are less likely to experience green infrastructure projects as there is a lack of spaces and services to develop them.
- Shifting agricultural practices should put farming communities at the heart of a just transition, ensuring communities are not left behind and are able to benefit from climate action.
- The agricultural sector may require knowledge sharing/ upskilling if agricultural practices are required to change.
- Businesses with lack of information on climate risk may lead to projects or developments occurring on sensitive or risk-prone areas.

# 3.6 Waste



## 3.6 Waste Introduction

### Evidence Base Recap

The waste sector represents 1% of Cheshire East's emissions but consumption in Cheshire East results in emissions in other areas nationally and internationally outside of the borough's boundary.

Action area	Current context	Modelled milestones
Household waste	In 2021, the total collected household waste was 199,826 tonnes of waste, of which 56.3% was sent for recycling.	<ul style="list-style-type: none"> <li>• 24% reduction in the volume of waste.</li> <li>• Increase recycling rate to 66%.</li> </ul>
Commercial waste	The commercial and industrial sectors generate more waste than households. In 2021, the council collected 3,663 tonnes of waste from non-households. There are other waste providers which collect commercial, industrial and construction waste.	

Cheshire East already has a [Municipal Waste Management Strategy 2030](#) which includes high level objectives to reduce household waste, increase recycling and work in partnership with other organisations. A [Minerals and Waste Plan](#) has also been developed for the borough. All of the waste collected is diverted from landfill by sending for composting, reuse, recycling and energy recovery. Commercial and Industrial waste in the borough may be collected by other waste management providers, but the council can still offer recycling services or use its connections with businesses to raise awareness of better recycling and reuse.

### Opportunities for Delivering Progress

#### Council's influence: Low

The council can reduce waste produced on their own premises and from their own operations, but the majority of waste in the borough will be produced by other stakeholders including residents, businesses and other organisations. However, the council does have an opportunity to influence this through the provision of information and guidance in household waste collection and disposal services; including kerbside collection, recycling centres and litter bins) and by providing education and guidance to stakeholders. The council is also the waste planning authority which means they can develop planning policies to sustainably manage waste for new developments.

An important part of reducing waste is in the design of products to be more sustainable (e.g. ability to repair, recyclability), the council has a limited ability to influence this but could work with local manufacturers or encourage buying of more sustainable products including within their own procurement. For recycling, there needs to be demand or a market for recycled materials. It is challenging for the council to influence this as markets will extend beyond Cheshire East and require intervention at a larger scale.

## 3.6 Waste

### Working Together

#### Stakeholder Roles

Given the number of waste producers and macro factors at play in the waste sector, a number of stakeholders will need to be involved to deliver the waste interventions.

Stakeholder	Roles
Residents	Residents have a role to play in reducing household waste and increasing recycling and reuse where possible. Individuals can engage with campaigns and resources on how to recycle and reduce waste, engage in community initiatives (e.g. food redistribution, repair shops), consider the sustainability of products they buy and be encouraged to reduce consumption.
Businesses and industry	Commercial and industrial waste makes up a significant proportion of waste generated in borough and so there is a need for organisations to reduce waste, reuse and recycle where possible. Organisations should embed principles of circular economy into their business models and consider opportunities to reduce waste in supply chains.
Other local organisations e.g. NHS, police, schools	Schools and educational institutions can promote good waste practices in young people as well as reducing waste from their operations. There are already schemes in place with schools in Cheshire East to support this. There is also a role for other public sector bodies such as healthcare (e.g. Cheshire East Partnership) to reduce waste where possible and create a waste management plan.
National Government	There is a need for national government to lead the way through upcoming policies such as Extended Producer Responsibility. Food waste collection, Deposit Return Schemes and standardisation of waste collection. There may also be a role in encouraging markets for secondary recycled materials.
Manufacturers	Sustainability should be factored into product design and so manufactures or organising developing products should consider and review the opportunities to improve this.
Other waste collection and disposal providers	Other waste collection and disposal providers should ensure clear information is provided on what can and can't be recycled and work with the organisation collecting from to minimise waste and contamination.

#### Other factors to consider

The following factors could impact how quickly progress happens:

- **Government policy** – Changes proposed as part of the national Resource and Waste Management Strategy, the timing and level of ambition will impact on the delivery of waste interventions.
- **Secondary market for materials** – As referenced early, it is important to have a well-functioning secondary market for the use of recycled material to reduce the need for new materials.



## 3.6 Waste Action Plan

### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green.

Objective	2025-2030 Actions
Improving waste services to enable waste reduction and circular economy	Develop a circular economy roadmap for the borough, mapping material flows within the area to identify opportunities for circularity and co-location.
	Encourage other waste collectors to review their waste processing and impact of RCVs.
	Respond to consultations and engage with national government on changing legislation to push ambition and plan for implementation.
Raising awareness amongst residents of the waste hierarchy and supporting initiatives that enable reuse	Support community groups to develop sharing/circular economy e.g., repair café, library of things, community fridge, food redistribution centres.
	Continue to work with organisations and develop own campaigns to deliver education and awareness raising on waste reduction, recycling and food waste.
	Continue to engage with schools and other educational institutions to raise awareness and support young people to understand waste reduction and recycling.
Improving waste services to enable waste reduction and circular economy	Encourage businesses to segregate their waste including their commercial organic waste to reduce food waste through incentives and sharing best practice.
	Signpost businesses adopting good waste or recycling practices or offering services that support circular/sharing economy to recognise activity and to share knowledge.

### Equality Considerations

- There are often higher costs for more sustainable products which may exclude lower income groups from accessing these.
- Impacts on vulnerable and disabled residents who require more products in daily life such as the use of disposable items.
- Ensure areas with higher populations of vulnerable groups have access to sufficient waste collection provisions.
- Consider the protection of waste collection jobs through changes to collection.
- The impact beyond Cheshire East should also be considered, including the impact on informal waste collection.

# 3.7 Energy Supply





## 3.7 Energy Introduction

### Evidence Base Recap

The energy sector focuses on decarbonising the energy system within the borough; more specifically, increasing low carbon energy generation and the decarbonisation of the national grid.

The SCATTER model assesses the amount of installed technology that is required to meet local demand using local generation. Therefore, the data refers to the scale of technology required to meet demand rather than the type of technology.

Action area	Current context	Modelled milestones
Electricity demand	For 2021, the total electricity consumed for Cheshire East was 1,612.1 GWh.	<ul style="list-style-type: none"> <li>• Increase small scale wind capacity to 153 MW.</li> </ul>
Fuel type	The national split of fuel type in 2021 was at a ratio of 0.63:0.35:0.02 for gas, electric and solid fuels.	<ul style="list-style-type: none"> <li>• Increase large onshore wind capacity to 93 MW and offshore wind capacity to 203 MW.</li> </ul>
Off gas houses	10% of homes in Cheshire East are not connected to the gas grid.	<ul style="list-style-type: none"> <li>• Increase small scale solar PV capacity to 461 MW.</li> <li>• Increase large scale PV (major power producers) capacity to 447 MW.</li> </ul>
Renewable types & capacity	Energy capacity in 2019 was across five technologies; onshore wind (0.33 MW), solar PV (54.16 MW), Hydro (0.33 MW) and biomass (7.84 MW).	<ul style="list-style-type: none"> <li>• Increase small- and large-scale hydro capacity to 14 MW.</li> </ul>

The [Local Plan](#) includes guidance on considerations for planning new renewable energy installations and improvements to buildings to include renewables.

### Opportunities for Delivering Progress

#### Council's influence: Medium

The council has some areas of higher influence in increasing renewable energy installations: on the council's own estate or land and in enabling installations through planning applications. The council can identify suitable assets and land that are viable for renewable energy installations and is already conducting feasibility studies to assess this viability. Cheshire East's Plan is a key enabling policy in this. The council can also play a role in supporting and enabling other organisations to encourage installations by showcasing leadership and providing guidance as well as working with other public sector bodies on accessing finance for renewables.

The council has less influence over installations businesses and individuals make on their properties, however planning plays a key role in enabling these installations. There could be opportunities to feedback through consultations on updates to the local plan and National Planning Framework to improve guidance and enable more renewable energy installations to be approved. There is also an important role for the council in working with the District Network Operator to plan for future energy demand.



## 3.7 Energy

### Working Together

#### Stakeholder Roles

Addressing energy supply will require a range of different stakeholders and roles for groups due the nature of energy generation and infrastructure. There are, however, a number of stakeholders that can contribute.

Stakeholder	Role
Public sector	Public sector can install renewables on their buildings or access public sector funding where available to do this. This may be part of a whole building approach to improvements.
Businesses	Businesses will be responsible for their own procurement and installation of renewables.
Residents	For energy supply, the role of residents is mainly installations on their own properties e.g. solar panels. However, not all properties will be suitable, and it would require upfront investment.
District Network Operators (DNOs)	The DNO will be important for the roll out of infrastructure and support to not only the council but also businesses and residents.
Community Energy Groups	Community energy groups provide opportunities to access grants and other funding sources while also providing a direct benefit to residents.
National Government	As with other sectors, there is a need for funding or incentives for renewable energy installations. There may also be barriers in planning policy that national government can work to address. The government will need to provide leadership on national grid decarbonisation and large-scale renewable projects e.g. offshore wind.

#### Other factors to consider:

- **Cost of renewables** – a key barrier is the high upfront cost of installing renewables which requires either grants or funding schemes to cover. Return on investment needs clarity to ensure this can be considered against upfront cost.
- **Battery storage** – storage is a key enabler for efficient renewable use within the boundary and can help provide long term energy security, however high upfront costs can be a challenge.
- **Energy prices** – changing energy prices may create difficulty in understanding the true return on investment of renewables.
- **Planning** – National and local planning policy may discourage or be a barrier to renewable installations in some locations.

## 3.7 Energy

### Action Plan

#### Priority Actions

The following actions outline how the council will support stakeholders and deliver on the identified opportunities outlined on the previous pages. The colour of the objectives refers to the level of carbon impact. Starting from lower carbon impact to higher carbon impact the order is blue, yellow, light green, dark green.

Objective	2025-2030 Actions
Provide advice to residents on increasing renewable energy generation	Provide support and guidance on setting up community led energy schemes and groups. Explore partner organisation/initiatives to help deliver and promote this.
	Provide information on the benefits of installing renewables on property and on how residents can go about this e.g. use existing Solar Together guidance on how to find an installer.
	Assess options for decarbonisation in off-gas and rural areas.
Increase local renewable generation through work with key local partners	Explore ways to expand on or develop opportunities around large-scale energy generation and storage solutions in collaboration with key businesses. Where appropriate, engage with larger landowners to review opportunities for renewables.
	Provide guidance to businesses on the benefits and options available for renewable energy: Green energy procurement, Power Purchase Agreement (PPAs), Local generation, solar buy back.
	Review council's own land for renewable potential and consider other priorities for land.
	Coordinate action with our DNOs (Distribution Network Operators) to have better forward plans to decarbonise rural areas and towns.
Ensure new developments incorporate renewable energy technologies	Develop a Local Area Energy Plan that will provide priorities for energy demand reduction and opportunities for renewables.
	Review opportunities to promote renewables and increase the requirements for renewables in the Local Plan.
	Provide technical guides and general guidance on applying for planning permission for renewable technologies, including for key businesses.

#### Equality Considerations

- Residents in rented homes do not have the ability to instal renewable infrastructure, but landlords are unlikely to invest in high-cost installations when they do not recoup the investment from a reduction in bills.
- Consider how renewable energy can support areas with high populations of vulnerable groups to ensure energy security, reduced bills and improved health.
- More remote communities can benefit from increased energy security and reliability from renewables. For large scale renewable infrastructure, the council and businesses will need to engage with local communities to ensure their voices are heard and reach agreement with landowners that considers and supports current usage (e.g. as agricultural land).
- Businesses will face a high upfront cost to switching to renewable energy due to the installation and the electrical infrastructure to manage decentralised power.

# 4 Monitoring Framework



## 4. Monitoring Framework

### Introduction

With so many stakeholders contributing to the success of meeting the carbon neutrality target, a framework to monitor progress is critical. Monitoring, refers to the ability to understand and track climate actions being taken in the area and their impact. Reporting, is the ability to present and share these outcomes. This could be internally or externally, in line with existing reporting principles or commitments, or aligning with an external reporting mechanism such as [CDP Cities](#).

#### Why monitor and report on climate action?

Monitoring and reporting is widely agreed to be key to credible, long term climate action. This is illustrated in the climate action cycle in Figure 4 across, which, is based on C40 Cities guidance [on City Monitoring, Evaluation and Reporting](#). This guidance also underpins the thrust of the recommendations in this section. The cycle in Figure 4 illustrates how Monitoring and Reporting ensures continued improvement over an extended period and can also feed into decision making around timeframes for when strategies and plans need updating and refreshing.

It is also important for transparency and accountability. Monitoring climate action gives councils and other stakeholders the ability to demonstrate progress and quantify the benefits of climate action. This can aid future decision making by indicating where climate action has been most successful, and most challenging. This can also support collaboration by supporting communicating on progress and highlighting areas for partnership working.



Figure 5: The Climate Action Cycle illustrates the typical journey a borough will take when undertaking climate action. This helps to create a cycle of continuous improvement and growing ambition. Adapted from [C40 Cities](#).

#### Monitoring Framework Principles

The steps below outline the recommended stages needed to develop a monitoring framework.



**1) Develop governance structure:** The first step is to set up a governance structure to establish both who is responsible for actions across the borough and who is responsible for monitoring this system. This will also need to consider avenues for sharing information and data.



**2) Identify indicators:** This involves selecting indicators that will be used to assess progress and whether the desired outcomes are likely to be delivered. It should be possible to identify how each metric links to the borough's targets.



**3) Monitor, evaluate and report:** Progress needs to be reported in a transparent way. The changes reflected in the data should be evaluated in a progress report and communicated with stakeholders.

## 4. Monitoring Framework Principles

### 1. Develop governance structure

This can be broken down into the following two steps:

**Developing partnerships and engaging key stakeholders** - This refers to the coalition-building process to determine which stakeholders take “ownership” of different actions. An exercise needs to be done to assign responsibility for delivery of actions across the borough, which requires a strong partnership between public and private sector organisations, both across the borough itself as well as wider networks. Cheshire East can use existing networks and forums to support this.

**Setting up the governance structure for monitoring** - Once responsibility has been established, the governance of the reporting framework must be set up to allow effective monitoring and reporting. The key themes are:

- **Co-ordination** – Assigning roles and responsibilities for monitoring different elements of the framework. This will require co-ordinating with stakeholders, partners and internal staff to identify metrics, collect data and report findings.
- **Data collection process** – Setting up systems to collect and analyse data as well as identifying new potential data sources. Factors such as the type of data collected, expectations for data quality and data management need to be defined.
- **Communication** – Determining how the findings and data collected will be communicated and who it will be shared with. There are different formats available for reporting progress which can be evaluated.

### 2. Identifying indicators

The next stage is measurement and incorporating some degree of “impact” analysis. This involves selecting data sources which can be used to indicate the level of progress made across 3 levels.

- **Greenhouse Gas Inventory** - Broadly, progress towards the borough’s emissions targets will be recorded by changes in the borough’s carbon footprint. This will provide an indication of the overall direction of progress across the region and by sector or sub-sector.
- **Key Performance Indicators** - Using only emissions data to measure progress can pose a challenge because it is only available two years in arrears, and it may not provide the necessary detail to understand how different programs or changes have impacted emissions. Therefore, there is a need for key performance indicators (KPIs) that can act as more useful proxy for measuring progress within a reporting year. The indicators identified track progress against Cheshire East’s objectives to illustrate how emissions are being reduced. These indicators do not need to be carbon focused.
- **Project Tracker** - By examining projects that are occurring across Cheshire East, a better indication of the action taking place across the objectives can be gained. This helps the borough better understand where time, resource and investment is occurring. It is still challenging for emissions data to be provided on an action-by-action level and monitoring the specific impacts of a project in this way is difficult. However, it is recommended that Cheshire East track progress at a project level as well.



## 4. Monitoring Framework Principles

### 3. Monitor & Report

**Monitoring** - This requires developing data collection and management systems to ensure the data can provide the evidence needed for each indicator. It is important to develop a management strategy which covers the following factors: data needs, data systems, transparency, responsibility and quality assurance.

**Evaluation** - Cheshire East must evaluate actions periodically following the monitoring stage. Robust evaluation provides a critical assessment of changes in monitored parameters and data as a means of informing future activity. A good evaluation process provides an explanation for the causality between an action and its measured impact; in other words, identifying why measured changes have been recorded and what has created them, whilst holding the relevant stakeholders to account. This is ultimately used as the basis to revise the scale or resource for each action and share learnings between stakeholders and partners. Evaluation should be carried out alongside reporting cycles after a defined period, whilst monitoring is a continuous process.

The process itself is essentially an assessment of observed changes in the performance indicators of each action according to pre-defined criteria, designed to identify the extent of progress. This assessment should be carried out collaboratively with the affected owners and stakeholders for each action. The evaluation process serves to bridge the gap between observed progress of each action and reporting; translating progress into a narrative which can then be used to communicate successes. In the case of actions with little or no observed progress, these evaluation criteria also help to identify the required changes necessary to get back on track.

**Reporting** - The final piece of this framework is the reporting of progress in an accessible and transparent way. For this, there needs to be a clearly defined internal and external reporting process. It will be important to supplement quantitative metrics with qualitative narrative to help understand the reasons, challenges and opportunities associated with the metrics. This narrative is key in communicating the progress towards net zero and maximising opportunities.

# 5 Summary



## 5. Summary

### Taking this forward

#### Summary

This report sets out an action plan and a monitoring framework to be implemented in order to be a carbon neutral borough by 2045. To meet this target, Cheshire East will need to take into account the following recommendations:

- **The Council should use its influence and powers to help accelerate action across the borough.** The council will be unable to provide support to every actor and action and will require support from stakeholders across the borough to play their part. The council will need to prioritise projects where its resource and influence will make the most impact.
- **Collaboration across the borough is required by communities, public sector, private sector and third sector.** These stakeholders will need to use existing and new networks and forums in order to build capacity and share expertise.
- **Significant resource is required to implement the action plan.** Additional resource and officer time will be required within the council (especially the Housing team) to ensure that strategies, plans and policies can be refreshed and created to consider climate change. It would be beneficial to have an officer in service area who has carbon reduction as an element of their role. In addition, knowledge and expertise will be required to ensure that the council can effectively engage and deliver projects.
- **When implementing climate actions, equity must also be considered.** It is crucial that actions go beyond just achieving carbon reductions but also provide other co-benefits such health outcome improvement, equality and equity considerations. This should consider (but not limited to) low-income households, vulnerable populations, and remote communities.
- **Measuring progress against the action plan is critical.** Even though the council is not responsible for delivering all of the actions outlined in this action plan, coordination will be required to ensure the borough is on track to meeting its target. Transparently reporting progress, measuring the impact being made against the metrics identified and communicating to stakeholders will be important to ensure actions are being implemented effectively.

#### Next Steps

To take forward this action plan the next steps are recommended:

- **Communicate and engage stakeholders:** Begin identifying key stakeholders to communicate the action plan and start identified roles and responsibilities.
- **Prioritise equitable climate action:** The action plan recommends actions that need to occur in the next 5 years. However, actions will need to be prioritised to ensure they enable further action. The council will need to consider resource, funding, impacted communities and carbon potential when evaluating which actions they should deliver first.
- **Delivery plans:** The action plan recommends actions that need to occur in the next 5 years. Delivery plans will need to be produced to ensure teams across the Council are able to manage available resources.



# Appendices

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## Appendix 1 – SCATTER Inventory

Sub Sector	DIRECT Scope 1 tCO <sub>2</sub> e	INDIRECT Scope 2 tCO <sub>2</sub> e	OTHER Scope 3 tCO <sub>2</sub> e	TOTAL tCO <sub>2</sub> e
Residential buildings	489,754	172,839	NO	762,406
Commercial buildings & facilities	81,945	105,763	26,969	214,676
Institutional buildings & facilities	65,779	22,964	12,074	100,817
Industrial buildings & facilities	256,705	128,838	65,752	451,296
Agricultural fuel use	34,678	4	8,254	42,937
Fugitive emissions	54,057	-	NE	54,057
On-road	942,413	IE	405,099	1,347,512
Rail	14,473	IE	3,444	17,917
Waterborne navigation	13,009	IE	IE	13,009
Aviation	NO	IE	211,286	211,286
Off-road	9,408	IE	NE	9,408
Solid waste disposal	7,323	-	IE	7,323
Biological treatment	NO	-	IE	-
Incineration and open burning	1,729	-	IE	1,729
Wastewater	6,945	-	NO	6,945
Industrial process	125,404	-	NE	125,404
Industrial product use	0	-	NE	0
Livestock	301,822	-	NE	301,822
Land use	9,482	-	NE	9,482
Other AFOLU	NE	-	NE	-
Electricity-only generation	NO	-	NO	-
CHP generation	NO	-	NO	-
Heat/cold generation	NO	-	NO	-
Local renewable generation	30	NO	NO	30
<b>TOTAL:</b>	<b>2,414,923</b>	<b>430,408</b>	<b>832,693</b>	<b>3,678,055</b>

### Notes:

- SCATTER calculates a territorial emissions profile and therefore excludes emissions from goods and services generated outside the borough (also referred to as consumption emissions).
- Within the SCATTER model, national figures for emissions within certain sectors are scaled down to a local authority level based upon a series of assumptions and factors.
- The inventory data presented here relates to the 2019 reporting year as emissions are reported two years in arrears.

IE	Included Elsewhere
NE	Not Estimated
NO	Not Occurring
	Included as part of profile
	Excluded as part of profile

## Appendix 2 – Carbon budget analysis

### What is a carbon budget?

A carbon budget is a fixed limit of cumulative emissions that are allowed over a given time in order to keep global temperatures within a certain threshold.

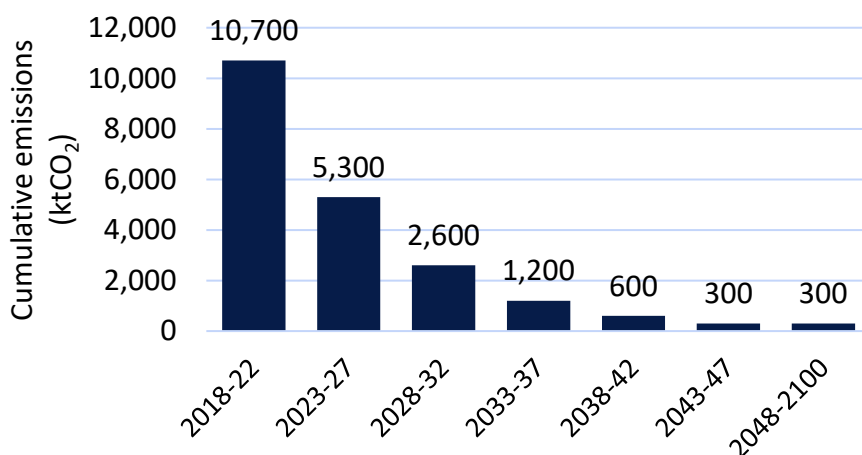
### The Tyndall Centre Carbon Budget

The Tyndall Centre for Climate Change Research, based at the University of Manchester, have translated the Paris Agreement targets of limiting temperature change below 2°C into a fixed emissions ‘carbon budget’ for each local authority. There are two key ideas underpinning their research:

- 1. The carbon budget is a fixed amount:** A global emissions limit represents the total emissions allowed before the 1.5°C threshold for greenhouse gas concentration is crossed. This global “budget” can then be scaled down to a national level, and finally, a regional level.
- 2. Emissions now mean impacts later:** The most crucial element of this approach is understanding the importance of cumulative carbon emissions. Once emitted, carbon dioxide remains in the atmosphere for many years, contributing to increasing the average global temperature. The carbon budget does not reset; it represents a fixed upper limit to emissions. These two principles mean that the annual reduction rate of emissions becomes very important. Cumulative emissions and the scale & speed of action in the short-term are crucial in meeting the targets of the Paris Agreement.

### Results for Cheshire East

- To keep Cheshire East aligned with the Paris Agreement, emissions should be reduced by 13.6% each year.
- Between 2005 and 2017, the average annual emissions reduction rate in Cheshire East was around 3%, highlighting the ambitious action required to meet the Paris Agreement targets.
- If Cheshire East continues along a business-as-usual pathway, the carbon budget (2020 – 2100) will be exceeded before 2030 and this could happen as soon as 2026.
- By 2041, 5% of the budget remains, provided that Cheshire East achieves the recommended annual reduction rate.



The chart above describes the carbon budget targets based on the recommended annual reduction rate. Slight differences in scope mean that direct comparisons of this budget with the cumulative emissions from SCATTER Pathways trajectories should be taken as an estimate only.

## Appendix 3 – Current Context References

The table below contains source data for all current context statistics given within the Action Plan section of the report.

Sector	Current context	Source
Overarching Actions	Council footprint	<a href="https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s76206/Carbon%20Neutral%20Action%20Plan%20-%20appendix.pdf">https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s76206/Carbon%20Neutral%20Action%20Plan%20-%20appendix.pdf</a>
Overarching Actions	Council staff	<a href="https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s83067/MTFS%202021-25%20-%20app%20B%20-%20annex%201.pdf">https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s83067/MTFS%202021-25%20-%20app%20B%20-%20annex%201.pdf</a>
Overarching Actions	Procurement emissions	<a href="https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s76206/Carbon%20Neutral%20Action%20Plan%20-%20appendix.pdf">https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s76206/Carbon%20Neutral%20Action%20Plan%20-%20appendix.pdf</a>
Overarching Actions	Number of Towns and Parishes	<a href="https://www.cheshireeast.gov.uk/council_and_democracy/voting_and_elections/town_and_parish_councils/town_and_parish_councils.aspx#:~:text=There%20are%2012%20town%20councils,size%20and%20profile%20for%20each">https://www.cheshireeast.gov.uk/council_and_democracy/voting_and_elections/town_and_parish_councils/town_and_parish_councils.aspx#:~:text=There%20are%2012%20town%20councils,size%20and%20profile%20for%20each</a>
Overarching Actions	Climate action groups	<a href="https://groups.friendsoftheearth.uk/join">https://groups.friendsoftheearth.uk/join</a>
Domestic Buildings	New builds	<a href="https://app.powerbi.com/view?r=eyJrIjojZjg4NWl1MjMtZTRkNC00MGM4LWFkZTItMjdIODc4YWUwOTdhliwidCI6ImJmMzQ2ODEwLTljN2QtNDNkZS1hODcyLTl0YTJlZjM5OTVhOCJ9">https://app.powerbi.com/view?r=eyJrIjojZjg4NWl1MjMtZTRkNC00MGM4LWFkZTItMjdIODc4YWUwOTdhliwidCI6ImJmMzQ2ODEwLTljN2QtNDNkZS1hODcyLTl0YTJlZjM5OTVhOCJ9</a>
Domestic Buildings	Energy Performance Certificate (EPC)	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates">https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates</a>
Domestic Buildings	Vulnerable Households	<a href="https://www.gov.uk/government/statistics/fuel-poverty-detailed-tables-2023-2022-data">https://www.gov.uk/government/statistics/fuel-poverty-detailed-tables-2023-2022-data</a>
Domestic Buildings	Housing tenure	<a href="https://www.ons.gov.uk/visualisations/censusareachanges/E06000049/">https://www.ons.gov.uk/visualisations/censusareachanges/E06000049/</a>
Domestic Buildings	Gas consumption	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics</a>
Non- Domestic Buildings and Industry	Display Energy Certificate (DEC)	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates">https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates</a>
Non- Domestic Buildings and Industry	Businesses	<a href="https://www.nomisweb.co.uk/reports/lmp/la/1946157071/report.aspx#tabidbr">https://www.nomisweb.co.uk/reports/lmp/la/1946157071/report.aspx#tabidbr</a>

## Appendix 3 – Current Context References

Sector	Current context	Source
Non- Domestic Buildings and Industry	SMEs	<a href="https://www.nomisweb.co.uk/reports/lmp/la/1946157071/report.aspx#tabidbr">https://www.nomisweb.co.uk/reports/lmp/la/1946157071/report.aspx#tabidbr</a>
Non- Domestic Buildings and Industry	Gas consumption	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics</a>
Non- Domestic Buildings and Industry	Listed buildings	<a href="https://www.cheshireeast.gov.uk/environment/heritage_natural_environment/conservation_listed_buildings/conservation_listed_buildings.aspx#:~:text=The%20majority%20of%20the%20%2C637,interest%20and%20worthy%20of%20preservation.">https://www.cheshireeast.gov.uk/environment/heritage_natural_environment/conservation_listed_buildings/conservation_listed_buildings.aspx#:~:text=The%20majority%20of%20the%20%2C637,interest%20and%20worthy%20of%20preservation.</a>
Non- Domestic Buildings and Industry	Public sector	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2020">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2020</a> <a href="https://www.cheshireeast.gov.uk/schools/school_organisation/school_organisation.aspx">https://www.cheshireeast.gov.uk/schools/school_organisation/school_organisation.aspx</a>
Transport	Active travel	<a href="https://www.gov.uk/government/statistical-data-sets/walking-and-cycling-statistics-cw">https://www.gov.uk/government/statistical-data-sets/walking-and-cycling-statistics-cw</a>
Transport	Car ownership	<a href="https://scattercities.com/pages/pathways-methodology/">https://scattercities.com/pages/pathways-methodology/</a>
Transport	Public transport	<a href="https://www.gov.uk/government/statistical-data-sets/bus-statistics-data-tables">https://www.gov.uk/government/statistical-data-sets/bus-statistics-data-tables</a>
Transport	Ultra-low emission vehicles (ULEV)	<a href="https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles">https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles</a>
Transport	Heavy and light goods vehicles (HGVs/LGVs)	<a href="https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles">https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles</a>
Agriculture and Land Use	Land use type	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use">https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use</a>
Agriculture and Land Use	Livestock	<a href="https://scattercities.com/">https://scattercities.com/</a>
Agriculture and Land Use	Non developed land	<a href="https://www.cheshireeast.gov.uk/council_and_democracy/your_council/council-land-and-property/property_for_sale_and_to_let/council-asset-ownership-and-management.aspx">https://www.cheshireeast.gov.uk/council_and_democracy/your_council/council-land-and-property/property_for_sale_and_to_let/council-asset-ownership-and-management.aspx</a>

## Appendix 3 – Current Context References

Sector	Current context	Source
Agriculture and Land Use	Council-owned land	<a href="https://opendata-cheshireeast.opendata.arcgis.com/datasets/736df6086fd34dd7ac6820aabe6096f3_0/explore?location=53.178076%2C-2.459787%2C9.99">https://opendata-cheshireeast.opendata.arcgis.com/datasets/736df6086fd34dd7ac6820aabe6096f3_0/explore?location=53.178076%2C-2.459787%2C9.99</a>
Agriculture and Land Use	Tree coverage	<a href="https://scattercities.com/">https://scattercities.com/</a>
Agriculture and Land Use	Woodland	<a href="https://scattercities.com/">https://scattercities.com/</a>
Waste	Household waste	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a> <a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>
Waste	Commercial waste	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>
Energy Supply	Electricity demand	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics</a>
Energy Supply	Fuel type	<a href="https://scattercities.com/">https://scattercities.com/</a>
Energy Supply	Off gas houses	<a href="https://www.gov.uk/government/statistics/sub-national-estimates-of-households-not-connected-to-the-gas-network">https://www.gov.uk/government/statistics/sub-national-estimates-of-households-not-connected-to-the-gas-network</a>
Energy Supply	Renewable types & capacity	<a href="https://scattercities.com/">https://scattercities.com/</a>

## Appendix 4 – Detailed Actions Method Notes

**Current context** - Whilst the carbon footprint can be broken down into subsectors, the data is not available to break this down into the owner or stakeholders involved. However, there are other types of non-carbon data that can be used to provide context as to where emissions likely come from and who has most influence over them. This data has been pulled out to support the council in prioritising where to focus action and build an understanding of who needs to be involved. The sources of data have been provided in the annex of this report.

**Carbon impact** - A ranking of the potential carbon impact has been included to support the council to prioritise actions and understand the scale of impact across stakeholders. The ranking is scored 1 - 4, where 1 represents a moderate reduction in emissions and 4 represents the highest impact objectives. This is a relative assessment based on the other interventions suggested. The assessment is not based on quantifiable emissions savings as data is not available for this but has been based on the judgement of Anthesis. This has been informed by the emissions analysis and modelling previously carried out alongside the current context available on possible impact. For instance, an understanding of the potential number of new builds relative to existing stock.

As the majority of actions for the council are focused on ways to support and encourage action, the assessment has not focused on direct impact e.g. the carbon impact of developing a website for climate communications, rather it focuses on the possible outcome of objectives e.g. improved climate understanding and awareness of residents. This assessment is subjective and there will be a number of factors which affect the success and extent of impact (general factors noted in the factors impacting success). However, this serves as a way for the council to understand which areas are those which could have the greatest potential impact. It is recommended when creating delivery plans that the carbon impact is further quantified and reviewed.

**Implementation considerations** - For each action, key implementation considerations or factors that should be considered when it comes to implementation of an action have been highlighted. This includes the first next step, particular stakeholder considerations and any specific risks or equality considerations that are needed. This is not exhaustive but pulls out key considerations raised through engagement or existing policies and plans.

**Internal action owner** – An initial allocation of actions to the team who will own and take forward the action has been included. However, it will still be important to work across teams.

**Resource required** - A qualitative assessment of the potential resource required per action has been included in order to capture the level or potential sources of investment required for actions. The Council will need significant resource within the council as well as funding and support externally. This assessment has been informed by conversations with stakeholders, existing resources, the likely skills needed and desktop research into costs of climate actions. This has not been based on a quantification but a judgement on potential resource requirements and there will be other factors and considerations needed when developing a business case for actions or allocating funding. Further detailed assessment of costs when taking actions forward is recommended. The cost also only reflects the cost to the council to provide support, not the cost that would be incurred by stakeholders and others involved to deliver change e.g. the cost to install charge points, not the cost to residents to switch to electric vehicles. This cost could be significant and should also be considered in decisions. The aim of this analysis is to indicate the scale of resource and investment needed to help prioritisation.



Sector	Relevant Intervention (by 2030)	Objective	Local Carbon Impact potential	Actions	Implementation considerations	Internal Action Owner	Resource required
Overarching	N/A	Encourage and enable council staff to take climate action		Continue to provide education and enhance climate knowledge and explore rolling climate pledges for council staff.	To build on existing staff education programs, Climate pledges can increase awareness and provide a way of tracking progress in staff behaviour and encourage ownership. When onboarding new staff, carbon literacy/training should be included in their induction process. Regarding existing staff, this can be managed in PDRs and put into performance management for heads of departments.	Carbon Neutral Team	Officer time required to coordinate training. Resource required to develop training material from either an internal officer or external resource.

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1	Every service area within the council to have a named position with a focus on carbon detailed within their role, these carbon champions to form a Wider Borough Carbon Board.	As a first step, resource considerations would need to be made and considerations on the which individuals and levels of role would make most sense to lead this, as well as setting expectations on the role. Additionally, explore quantifying emissions per department to provide more clarity on the scale of action required.	Head of Environmental Services	Officer time required to coordinate carbon champions. Carbon champions to have time committed in order to participate on the Wider Borough Carbon Board.
	Prioritise at least one person per team and all committee chairs and vice-chairs to be certified as carbon literate.	Use existing groups to explore cost and resource requirements for Carbon Literacy training and list of staff to train as a priority. Consider the level of staff involved. This could be a starting point for having trained staff as carbon champions (as above).	Carbon Neutral Team	Officer time required to coordinate carbon literacy training. Time for officers and committee chairs and vice-chairs to participate in training.
	Provide guidance and support on agile working practices to reduce unnecessary travel.	Review the council's existing agile working policies and explore how these can be updated and better communicated to reduce unnecessary travel.	Carbon Neutral Team	Officer time required to produce guidance.

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		Design a communication campaign, different to previous approaches, to inform people of the facts/urgency of the situation and motivate staff to proactively act and support activities.	Build on existing communications campaigns, explore how these have been successful before developing further regular communications. Ensure these are connected with relevant policies and projects to enable staff to act on the information.	Communications team	Officer time required to produce communications campaign.
Council policies and processes to prioritise reducing carbon and climate impact		Prioritise and consistently use carbon assessments in the decision process of projects and include carbon pricing into capital investment decisions.	Carbon considerations in projects and committee decision reports are currently not prioritised or matched up against other council priorities. This could begin by reviewing current guidance on carbon considerations for projects and decisions, and engage with departments via leads to understand competing priorities. Additionally, educate managers how to use the web-based calculator to give quantifications for committee report.	Carbon Neutral Team	Resource required to produce templates and guidance. May require specialist advice

Overarching

3	All policies, strategies and plans that are being developed or renewed to incorporate carbon reduction as a central pillar. Where possible, documents being reviewed to go through the Carbon Neutral team to explore options for carbon reduction. In particular, upcoming Local Plan, Transport Plan, Corporate Plan and Local Wellbeing Strategy.	List key council policies, strategies and plans along with key consultation and review dates. Develop a process for ensuring they are reviewed by the Carbon Neutral team to align with the council's net zero ambitions.	Carbon Neutral Team	Resource required in teams to incorporate carbon reduction into policies, strategies and plan. Officer time in Carbon Neutral team to be able to review policies, strategies and plans in order to provide guidance.
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		Continue to explore divesting from fossil fuel investments in the council pension fund.	Explore options for net zero and fossil fuel free investments for the council's pension scheme, ensuring staff's pensions are not negatively impacted by the change. Explore net zero pension schemes used by other public sector organisations. Resource implications on investing officer time to research and implement new pension scheme.	Finance	Officer time required to conduct further research. May require changes in investments
Reduce the council's supply chain related emissions	3	Further embed carbon neutral consideration into Procurement Policy (reduce Scope 3 emissions), including through social value and increased weighting.	Process for assessing the responses on climate action would need to be determined and the role of the carbon team in supporting and enabling this. For instance, score tenders which use decarbonisation techniques and/or materials better than those which do not. Lessons can be learnt from the Communities and the Transport & Highways team on their work on tenders.	Procurement	Officer time in Procurement team to update procurement policy and social value requirements.

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		Assess and monitor the carbon impact of the Council's supply chain and local supply chain.	The council's Social Value strategy could be reviewed as a first step as this is the enabling strategy to support supply chain sustainability. Explore options to maximise local purchasing through the strategy.	Procurement	Officer time required to measure impact of supply chain. May require specialist advice or external support.
Develop partnerships with local organisations to deliver climate action		Engage with business support organisations and skills training providers to encourage take up of carbon reduction training in local businesses.	Build on the relationships with organisations such as the Chamber of Commerce to understand what training options exist for businesses on carbon reduction, and how to embed going forward.	Economic Development	Alignment of future external skills funding, e.g. Shared Prosperity Fund, plus officer time to engage with providers.
		Explore developing an ambassador programme for businesses to facilitate knowledge sharing and support collaboration.	Support businesses to unlock barriers in their corporate approach to net zero focussing mainly on large and medium sized companies.	Economic Development	Not resourced at present. Officer time to develop and manage an ambassador programme. Time will be required to develop a process for managing the programme.

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3	Identify external groups working on overlapping measures to work together e.g. Air quality steering group.	Identify which other groups across Cheshire East will have influence on key carbon impact areas. Explore how groups can work together to work towards net zero within existing governance structures and explore where these can be updated. Challenges may exist in competing priorities of groups and varied levels of climate knowledge.	Carbon Neutral Team	Officer time required to identify external groups and collaborate on climate action opportunities.
	Increase co-operation with local environmental and sustainability groups on local engagement and action.	This can begin by identifying key local environmental and sustainability groups and the work they are already doing. Explore options to learn and collaborate across groups to enable further action as many groups exist and are keen to collaborate.	Carbon Neutral Team	Officer time to engage with local groups.
	Work with other local organisations to have joint messaging on the benefits of climate action, in particular the health benefits.	Resourcing work with external organisations was mentioned as a challenge, so exploring existing using networks may enable this.	Carbon Neutral Team	Officer time to engage with local organisations and develop guidance on joint messaging.



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Enable Town and Parish councils to take climate action	1	Support Town and Parish Councils with information on opportunities for grant funding schemes and potential projects.	CEC has already supported town & parish councils with grant funding in some cases. Explore future opportunities to support town and parish councils and establish a structure and process for working collaboratively on projects and identify where sharing resource may help efficiency.	Carbon Neutral Team	Officer time to pass on information about grant funding schemes and potential projects.
		Explore collaborating with partners on roaming resident engagement sessions.	Discuss with Town and Parish councils to understand opportunities for community engagement. Explore resource constraints and how best to plan for these events efficiently.	Carbon Neutral Team	Time to collaborate and coordinate with Town and Parish councils. Time for engagement and resources will also be required.
		Promote innovative communications at events with climate action at their core to raise awareness to local residents.	Identify upcoming events with climate action and start developing communications to reach residents. Ensure communication is accessible for all.	Carbon Neutral Team	Time required to develop communications about climate events in resident forums and groups.

Overarching
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		Work with Town and Parish council to explore setting up dedicated support within the council for Town and Parish climate action and possible opportunities for funding this.	Define the responsibilities for a role that would co-ordinate and support town & parish councils and explore the business case for this position. Ensure that responsibilities on larger towns vs. smaller parishes correlate to the resource and ability to impact they have.	Carbon Neutral Team	Officer time to set up a role within the council. Funding for this position could be sourced from Town and Parish councils.
Support a regionally co-ordinated climate action approach	2	Explore collaboration on climate action with neighbouring authorities and sub-regions.	Work with the Sustainable Inclusive Growth Commission via the LEP to collaborate with neighbouring authorities. Identify existing relationships and forums (e.g. LGA, UK100) where CEC can connect with other local authorities. Ensure this is owned by the CN team and develop an outline of topics/challenges that would benefit from being discussed in these forums.	Carbon Neutral Team	Officer time required to communicate and work with other authorities.

Overarching		Explore avenues for generating finance for local low carbon projects	2	Explore the opportunities for green finance e.g. business rates, and explore opportunities in the way the council raises revenue to raise funding for green projects.	Explore increasing existing business rates on renewable energy on sites to fund carbon management. Consider providing first year reduced rates and other incentives to businesses.	Finance	Officer time to identify options regarding business rates. Engagement with businesses may be required to consult on the incentive options.
Overarching				Continue to promote investment in low carbon projects by the local community and local businesses through community grants schemes.	Explore sharing opportunities and provide guidance for funding local low carbon projects, and how communities and businesses can get involved in funding these.  Utilise the Communities team's online notice board or crowdfunding for local businesses who need support with carbon initiatives/training etc and proactively sign post strategic suppliers to regularly check and offer support where possible, financially or otherwise	Carbon Neutral Team	Continue with existing resource to develop community grants regimes. National Government funding may be required.

Domestic	<p>7,200 households receive “medium” retrofit</p> <p>57,500 households receive “deep” retrofit</p> <p>Reduce energy demand for appliance, lighting and cooking by 31%</p> <p>46% of heating systems are heat pumps or equivalent electrified systems, 54% met by gas/solid fuel systems</p>	Support private rental market to improve energy efficiency of domestic properties		<p>Improve enforcement of minimum energy efficiency standards to capture non-compliance, providing support to tenants and landlords where needed. Create mechanism to report landlords not meeting standards.</p>	<p>The council can look to use its powers under MEES, however limited resources has been listed as a challenge. Consider opportunities for enforcement for property extensions and alterations which are currently not being maximised. The council will also need to consider potential unintended consequences like increases in rental values, leading to pricing out lower income or vulnerable households. These groups will need protecting. Furthermore, consider households affected by fuel prices and the rising cost of living, to make sure their health and wellbeing is not significantly impacted.</p>	Planning / Building Regs	Requires staff resource to enforce MEES. Creation of a mechanism would also require time to set up and monitor.
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Domestic
Domestic

3	Provide guidance and educational resources to landlords on the need to improve properties and the benefits of investing.	A first step could be to compile local case studies showing the benefits from installations and improvements. Private landlords investment and education is the barrier, they don't see it as a priority. Private sector liaison officer has responsibility for engaging with private landlords, but landlords are using it as an excuse to increase rents. Equality implications if investment cost is passed on to residents. Capacity is an issue - 1 officer for 21,000 private rented properties.	Housing	Officer time required to develop resources. May require engagement with businesses.
	Create green accreditation schemes for private landlords including access to finance, suppliers, installers and discounted EPC surveys as an incentive to the private rental sector to improve energy efficiency.	Research best practice and examples of other schemes and incentives offered to inform the development of a Cheshire East scheme.	Housing	Significant resource required to develop a scheme and process for accrediting businesses as well as manage scheme.

Domestic				Local Skills Improvement Plan to ensure skills to deliver medium and deep retrofit and engineering are within the local workforce.	There is a particular need for skills in retrofit services but this should still link to overall plans for green skills in the borough. There is a need to identify possible trainers (e.g. local training colleges), understand the barriers and how to start the process of upskilling.	Economic Development	At this stage, officer time required to engage via existing networks, especially Local Skills Improvement Plan.
Domestic	9,600 new houses projected in SCATTER are built to Passivhaus standards	Planning supports net zero ambitions by increasing energy efficiency in new builds		Explore using the Local Plan refresh as an opportunity to increase ambition on the standard and quantity of net zero new builds and carbon reporting.	As the local plan considers biodiversity and habitats as well as carbon and other impacts, it will be important to consider any updates holistically. The Local Plan is limited in scope as it must adhere to National Planning policy, however this is an opportunity to maximise opportunities for the long term.	Planning	Resource already allocated for local plan update. Specialist advice may be needed for carbon inclusion.

Domestic			3	Develop supplementary planning documents or other guidance to provide advice on improving energy efficiency, low carbon heating and renewables. Consider using Passivhaus or equivalent as the standard.	National planning guidelines will still need to be considered as part of the SPD development, which could reduce the potential for higher standards. Explore what other councils have done successfully in this area. Any PassivHaus designs will need to be certified by Passivhaus Certifiers.	Planning	Additional officer time required to develop. Specialist advice may be needed.
Domestic	46% of heating systems are heat pumps or equivalent electrified systems, 54% met by gas/solid fuel systems	Support the development of net zero infrastructure	2	Engage with our Distribution Network Operators (DNOs) to plan for greater electrification of systems in households.	Explore opportunities to decarbonise towns and increase electrification with DNOs. Identify areas of high need and consider equality implications and support of vulnerable households.	Carbon Neutral Team	Officer time required. May require energy planning and study to support.
Domestic	32% reduction in gas usage for domestic cooking, displaced by electric systems.			Identify future residential developments that meet criteria for heat networks or heat network zoning.	Heat network zoning requirements are emerging and could align with the local plan development. Consider vulnerable communities and the equality impacts to support heat network planning.	Planning	Officer time to integrate into local plan process. Additional resources may be needed for zoning.



Domestic		Enable and advise vulnerable households to improve home energy efficiency		Support off-gas or rural communities to switch heating systems to sustainable sources through grant funding and awareness raising.	The council can explore how to fund and deliver the Home Repairs and Adaptation policies. There may be grant funding available to support off-gas and rural communities, if so, vulnerable and low income households should be prioritised. Consideration of the barriers to this are needed, such as the awareness of how to shift heating systems.	Housing	Dedicated officer time needed to support grant delivery. Officer time required to develop guidance. National Government funding required.
Domestic	7,200 households receive “medium” retrofit 57,500 households receive “deep” retrofit Reduce energy demand for appliance, lighting and cooking by		3	Provide guidance and advice to households to publicise the availability of government funding for retrofitting and energy efficiency measures, such as ECO4 and ECOflex.	First step is to research into the various government funding options residents have access to based on income and health. Where groups do not have access, other guidance and resources should be developed to support them.	Housing	Dedicated officer time needed to support grant delivery. Officer time required to develop guidance. National Government funding required.

Domestic	31% 46% of heating systems are heat pumps or equivalent electrified systems, 54% met by gas/solid fuel systems 32% reduction in gas usage for domestic cooking, displaced by electric systems.			Directly allocate available funding for retrofit or prioritise delivery of grant funding of low energy efficiency homes in the borough, for the most vulnerable households.	Risk of changing funding schemes, therefore this would need updating depending on availability of schemes and criteria for eligibility. Explore alternative options where funding is not available.	Housing	Significant resource required to directly allocate funding.
Domestic				Explore the use of green finance on how to retrofit homes (e.g. green mortgages).	These could be compiled into recommendations for homeowners and buyers. Consider the applicability of green finance options to vulnerable communities.	Housing	Research task on options available. Part of wider need for officer time to create guidance and raise awareness.
Domestic				Continue to work with social housing providers to deliver grant funding and use lessons learnt to expand schemes in future.	Build on existing work with social housing providers. Consider the impact of restrictions on eligibility for grants and properties that are older and in disrepair.	Housing	Continue existing resource, may require further time/investment if schemes expanded. National Government funding required.
Domestic		Support homeowners and the able to pay market to improve energy efficiency of		Provide information to residents on retrofit options where feasible.	Current processes require residents to actively contact the council for support, consider how communications can be expanded.	Housing	Officer time required to develop resources. May require consultation with residents and community groups.

Domestic		domestic properties	4	Create a strategy which establishes a framework for large scale residential retrofitting and the council's role within it.	Risk of the scope of this being too wide, so needs ownership and resourcing. A first step could be to look at existing strategies and identify areas which are not already covered, as well as highlighting how to connect existing strategies. This work should co-ordinate and build on regional work coming out of the LEP and existing heat density mapping.	Housing	Requires resource to develop framework, may require commission of study to develop.
Domestic				Set up means for residents to collaborate and showcase local examples of decarbonisation via council website.	Ensure communication channels are accessible by all and consider vulnerable groups.	Housing	Officer time required, may require resource for platform to be set up and managed.
Domestic				Continue to develop neighbouring sub-regional co-operation on housing, which could lead to sharing capacity and resources and supporting green finance opportunities.	Continue to use networks via the LEP to connect with regional councils and align with regional research and programmes. Consider the needs of vulnerable households when offering finance opportunities.	Housing	At this stage, officer time required to engage via existing networks.

Domestic				Support the installation of smart meters and share guidance on installing environmental controls in homes.	Provide clear guidance which is accessible for all groups. Vulnerable households may require financial support.	Housing	Officer time to provide guidance. Direct funding could be explored.
Non-domestic Buildings & Industry	Reduce heating demand in buildings by 17%. 11% reduction in demand for appliances, lighting and cooking.	Enable and encourage businesses to support the borough's net zero ambition		Engage with managed business parks to share best practice and identify collaborative projects.	Explore opportunities to showcase leadership in climate action based on best practice.	Economic Development	Use existing networks and connections. Officer time required for engagement
Non-domestic Buildings & Industry	46% of heating systems are electric, with the remaining 54% being supplied by non-electric systems.			Lever external support for low carbon research and innovation by businesses, building strengths subregionally and nationally.	Support for R&D and eco-innovation is being delivered sub-nationally and regionally, primarily linked to university assets.	Economic Development	Officer time for engagement. Direct funding could be explored.
Non-domestic Buildings & Industry	Process emissions reduced: 26% for chemicals, 18% for metals, 22% for minerals and 73% other industries.			Conduct feasibility studies for additional low-carbon energy networks in areas of high heat demand e.g. Town centres and industrial estates across the borough.	Review existing studies and locate any additional low carbon energy networks which can be added. Consider vulnerable populations and equality implications as part of determining the location for sites.	Economic Development	Feasibility studies already conducted. Investment required for any further feasibility assessments.

Non-domestic Buildings & Industry
Non-domestic Buildings & Industry

3	Promote the adoption of heat networks, including through heat network zoning and planning.	Engage with landowners to understand challenges raised around heat network development. Skills and resources for development have been raised as a challenge to deliver heat networks locally. Consider the equality implications of communities served by future developments.	Economic Development	Officer time. May require specialist advice
	Encourage businesses to set net-zero targets and provide open reporting of energy and carbon data.	Identify businesses across the borough who are reporting their data to showcase. Resource constraints may limit capacity to engage with businesses but the council could explore ambassador program for business. Use existing networks through the Chamber of Commerce and small business federation.	Economic Development	Officer time required for engagement. Investment will be needed to make a significant impact to support businesses.

Non-domestic Buildings & Industry
Non-domestic Buildings & Industry
Non-domestic Buildings & Industry

		Engage with the Cheshire and Warrington sub-regional and the Sustainable and Inclusive Growth Commission to deliver recommendations.	Build on relationship with Cheshire and Warrington and the Sustainable and Inclusive Growth Commission to align recommendations which will target all groups.	Economic Development	Officer time for engagement.
		Explore opportunities to be involved in Net Zero North West Cluster Plan and maximise the local benefits of such a scheme.	Explore how to maximise benefit of national significant infrastructure development, including opportunities for carbon capture and hydrogen deployment.	Economic Development	Officer time needed for engagement. May need further resource if strategic partnerships formed.
		Explore a climate pledge related to decarbonising buildings for all businesses in the borough.	Risk of businesses not being engaged and signing up. This would need to be wide in scope to ensure businesses of different sizes and sectors would be able to participate in a meaningful way. Consider the large amount of small and agricultural businesses across Cheshire East.	Carbon Neutral Team	Officer time require to develop process and manage. May require development of a platform or website.

Non-domestic Buildings & Industry
Non-domestic Buildings & Industry
Non-domestic Buildings & Industry

Provide tailored support to SMEs to monitor and reduce their footprint	2	Provide guidance and support to SMEs to monitor annual energy usage and create mechanism to report this.	Consider reduced business rates or other financial incentives to provide an evidence base to support new construction standards	Economic Development	SPF funding to 2025. Officer time to develop guidance. Mechanism development could be linked to above actions.
		Continue to support businesses in accessing green finance and grants by providing staff resources for guidance and advice (e.g. shared prosperity fund).	The council is already supporting businesses to access grants and green finance. This should tie in with national initiatives on green finance, and existing private sector initiatives. Identify smaller businesses across the borough and in different sectors who need help but are unlikely to reach out.	Economic Development	SPF funding to 2025. Continue existing resource. Officer time required for applying for funding, administration and business support. National funding is required.
		Rural lead to continue and expand work supporting businesses to increase energy efficiency and development of plans.	Identify smaller and older businesses who may require more support. Engage with the NFU and other unions to provide advice and services to what is out there.	Rural economy	Existing resource focussed on general business growth. Officer time and resources required to develop further.



Non-domestic Buildings & Industry	Planning supports net zero ambitions by increasing energy efficiency in new builds	2	Investigate using Section 106 developer contributions and Community Infrastructure Levy to deliver net zero infrastructure.	Finance and planning team to work together to formulate various options: external specialist advice may be required. Explore how other councils have used S106 and CIL opportunities to raise funds for carbon projects.	Planning & Finance	Officer time required. Specialist advice may be needed.
Non-domestic Buildings & Industry			Explore using the Local Plan refresh as an opportunity to increase ambition on the standard and quantity of net zero new builds and carbon reporting.	The Local Plan should reflect current and future policies and building standards (link to previous action on Passivhaus or equivalent standard for new builds). Once the Local Plan is in review it should be passed through the Carbon Neutral team to be assessed. The new local plan should reflect CE's climate ambitions.	Planning	Resource already allocated for local plan update. Specialist advice may be needed for carbon inclusion.
Non-domestic Buildings & Industry			Use existing networks (e.g. Local Government Association (LGA)) to lobby for increased ambition in National Planning Policy Framework (NPPF).	Collaborate with other councils to discuss and align messaging to promote increased ambition in the National Planning Policy Framework, especially on energy efficiency.	Planning	Officer time required. Use existing networks to support.

Non-domestic Buildings & Industry
Non-domestic Buildings & Industry

Provide guidance to owners of listed buildings on options for decarbonisation	1	Provide guidance and best practice and promote knowledge sharing through the sub-region on listed building retrofit. Support owners to understand eligibility for funding and options for retrofit.	This action also applies to heritage buildings in the domestic sector. Creating specific guidance and sharing knowledge on listed buildings will encourage carbon reduction actions due to the guidance being specific to the group. An group network between all heritage buildings will promote the share of information more easily and freely.	Planning	Officer time required to develop guidance and co-ordinate engagement. Specialist advice may be needed.
Enable and encourage public sector and community groups to support the borough's net zero ambition		Share lessons learnt and lead the way for others in the borough by decarbonising the council's own property.	Link in with existing work on decarbonising the council's estate and funding programmes already in place. Regular review and reporting of progress will support knowledge sharing.	Carbon Neutral Team	Office time for co-ordinating decarbonisation programmes and reviews. Continue to use existing resource.

Non-domestic Buildings & Industry	
Non-domestic Buildings & Industry	
Non-domestic Buildings & Industry	

3	Use relationships with schools and leisure centres to support them with access to finance for retrofit and provide guidance on decarbonisation.	Research and list out all the different options schools and leisure centres have in regards to funding for retrofitting and EV charging installations. Where funding gaps exist, the council should consider offering funding options to fill these gaps. Ensure vulnerable populations and equity is considered when prioritising schools of high need.	Carbon Neutral Team	Officer time for engagement. Council could fund feasibility studies and provide match funding.
	Use the existing sustainability network to share knowledge and build collaboration opportunities. Explore ways the council can support this group.	Engaging the network will need to be achieved in a way that includes different communities including vulnerable populations.	Carbon Neutral Team	Officer time required for engagement but network already set up. Could explore feasibility studies.
	Support community groups and charities to decarbonise their buildings and activities.	Identify community groups and charities across the borough. Prioritise inefficient buildings (could use EPC or DEC data).	Communities Team	Officer time require to engage and manage. Direct funding or community grants could be offered.

Non-domestic Buildings & Industry	46% of heating systems are electric, with the remaining 54% being supplied by non-electric systems.			Engage with large public sector bodies and wider public sector partners, such as the police, to find synergies. Work collaboratively with, and support, NHS Trusts in working towards their net zero ambition through e.g. Heat Networks and joint procurement	Use existing relationships with NHS Trusts in Cheshire East. External specialists may be required to map out heat networks across the borough.	Carbon Neutral Team	Initially, officer time needed for engagement.
Transport	25% reduction in the average number of passenger miles travelled per person. 5% reduction in the share of miles driven on roads. Share of passenger miles increases 5% through active and public	Planning supports net zero ambitions by prioritising low carbon transport options	2	Explore options to encourage developers to create neighbourhoods with good access to services and public transport and active travel infrastructure/facilities (e.g. bike racks, cycle lanes, and wide and well-lit pavements).	This action needs to take account of the various groups in Cheshire East, to make sure neighbourhoods are accessible for all.	Planning	Resource already allocated for local plan update. Specialist advice may be needed for energy planning and requirements for renewables.

Transport	transport. 89% of private vehicles are EV (electric vehicle) or HEV (hybrid electric vehicle).	Enable and support schools to reduce their emissions	2	Work with schools and academies in the borough to encourage active travel, set up walking buses and provide cycle workshops.	Developing guidance to encourage active travel will need to take into consideration all the needs from different groups to make sure they are supported (e.g. provide reduced/subsidised services).	Carbon Neutral Team	Officer time to engage with schools and develop guidance which schools can follow.
Transport				Explore the possibility of restrictions on idling through anti idling campaigns, introduce parking zones and road closures near schools during peak hours.	The first step is to prioritise schools where traffic is a concern or where most children are driven to school. Consultation will be required with schools and other local stakeholders on the impact of such restrictions.	Transport & Highways	Officer time required for review possible interventions. Resource required for consultation on proposed changes and enforcement.

# Transport

	Engage with schools to identify opportunities for new or extended school bus routes.	Map out the current school bus routes for schools to provide the most recent context. This document can then identify areas for new or extended routes, alongside consulting with schools to understand if there are any hotspots that need to be addressed (e.g. a cluster of areas which would benefit from a bus route). An additional action on bus services is considered below and should be considered in line with this action.	Transport & Highways	Officer time to engage with schools across the borough and develop plans for new or extended bus routes.
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## Transport

Support decarbonisation of freight		Encourage and support council suppliers and other businesses to utilise rail freight or waterborne opportunities as opposed to HGVs.	Engage with suppliers and businesses through networks and contacts to utilise rail freight and waterborne opportunities. Identify opportunities where rail freight and waterborne transport can be used for council suppliers. This action will reduce the number of vehicles on the road, in turn reducing traffic and air pollution. Fewer vehicles can also be linked to reduced pedestrian incidents. The council has limited influence in this area, but can encourage businesses to support the action.	Procurement	Officer time to engage with council suppliers and businesses to identify opportunities.
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Transport
Transport

	3	Review opportunities for freight consolidation and loading restrictions, (including personal deliveries) in town centres, to reduce last mile emissions.	Next step would be to look into areas for a freight consolidation centre. Freight consolidation centres may change businesses delivery processes if they is a delivery delay but will increase efficiency and reduce costs and time. Therefore, it will be necessary to support businesses and showcase the benefits of freight consolidation if it is implemented. The council has limited influence in this area, but can encourage businesses to support the action.	Transport & Highways	Officer time to conduct review and consult stakeholders. Further resource would be required to implement.
		Encourage the use of local suppliers through setting up "meet the supplier" events and promote the benefits of consolidating journeys in forums and business groups.	The first step is to review the potential of such a scheme by looking at business clusters and local suppliers, then potential attendees would need to be identified for running a supplier event. The council has limited influence in this area, but can encourage businesses to support the action.	Procurement	Officer time to research and coordinate local suppliers.



Transport
Transport

Encourage businesses to reduce business related journeys and support their staff to use sustainable transport options		Facilitate flexible and agile working practice for businesses through supporting development of co-working spaces.	First step is to identify business networks and forums to facilitate communications. Best practices shared will need to come from a range of different sized businesses and across different sectors to apply to as many other businesses who are not adopting the practice.	Economic Development	Funded to 2025 through SPF.
		Encourage businesses to offer incentives to staff to use more sustainable transport e.g. active travel, public transport and EVs.	Some businesses may not be able to offer financial incentives, so other types of incentives will have to be considered.	Transport & Highways	Officer time for engagement with businesses and development of resources.

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		Encourage businesses, particularly large employers to develop a sustainable travel plan including providing facilities for active travel (e.g. cycle to work scheme, bike racks) and infrastructure for EV and alternative fuel (e.g. Hydrogen) to support their staff to make sustainable travel choices.	Businesses may require support to develop travel plans, especially SMEs who may have low resources.	Transport & Highways	Officer time for engagement and support developing plans.
Support commercial vehicles to switch to EV	2	Engage with businesses on route optimisation techniques and provide guidance on the benefits of switching to EVs.	Identify businesses across the borough and prioritise larger businesses who are more likely to have higher road mileage.	Economic Development	Officer time for engagement and develop communications on the benefits of EVs.
		Engage with taxi companies on the benefits of switching to EVs and barriers to switching fuels.	Identify the taxi companies which operate in the borough, from there engagement can start. Consideration of the impact on taxi companies is required.	Transport & Highways	Officer time for engagement with taxi companies and time for developing resources.

Transport
Transport
Transport

Improve infrastructure for lower carbon transport options	4	Install EV infrastructure in identified strategic sites across the borough to support the switch to EVs, in line with the EV charging strategy.	Identify sites and prioritise the order in which they should be installed in.	Transport & Highways	Investment required to install EV charging infrastructure as well as ongoing resource requirement to manage and maintain
		Continue to deliver on EV infrastructure strategy including measures on buses, taxis, off street parking and DNO engagement.	Build an understanding of what have been achieved and what is still outstanding in the EV infrastructure strategy.	Transport & Highways	Officer time to progress the EV infrastructure strategy.
		Ensure all new road building and road maintenance projects minimise their carbon impact.	Assess companies who offer low carbon services.	Transport & Highways	Officer time required to research and understand opportunities. Investment required in low carbon materials.

Transport			Explore the opportunities to improve on and expand active travel corridors defined by those set out in the Cheshire East local cycling and walking infrastructure plan.	Signpost existing resource which identifies the current public pathways around Cheshire East to encourage active travel. If expanding cycle lanes, the width and surface course will need to be considered to make sure the lanes are accessible for all. Collaboration and consultation with other authorities may be required.	Transport & Highways	Officer time to construct a plan for expanding new cycles lanes. Significant investment would be required to implement. National funding is required.
Transport	Use plans and strategies to increase active travel and disincentivise higher carbon transport options		Identify sites of high active travel footfall and consider measures which will encourage a greater uptake (e.g. cycle lanes and pedestrian zones) and provide safe and clean areas for residents.	When looking at the relationship between vehicle numbers and speed and active travel uptake, consult and collaborate with businesses and residents to reduce disruption and increase awareness of the benefits.	Transport & Highways	Officer time to research into the areas of high footfall and review the benefits and impacts of implementation.

Transport
Transport

4	Continue to deliver on Air Quality Action Plan including developing active travel strategy, low emission strategy, website updates and schools resources.	The council is already delivering on the Air Quality Action Plan. The council should make sure that the developments or updates include being accessible and addressing the needs of all residential groups (vulnerable, low income, differently abled etc) in the borough.	Transport & Highways	Officer time will be required to deliver the action plan. May require council or National Government funding.
	Consider schemes that have been implemented elsewhere such as emissions-based charges, low emission zones, workplace charges to encourage the switch to EVs and consider potential impacts of this. Review speed limits where appropriate and consider more 20 mph zones where appropriate.	Consideration into different groups is important as some groups require their car to get around.	Highways & Finance	Officer resource to review the various disincentive options and plan out where it would take place. Resource required for consultation and enforcement.

Transport
Transport
Transport

Encourage residents to use more EVs	3	Provide guidance on travel planning, and the benefits of switching to EVs, so residents can make informed choices.	Show casing a range of residents who have made the switch will encourage other residents to switch.	Carbon Neutral Team	Officer time to develop campaigns and guidance.
		Explore and identify EV funding opportunities ( for purchasing an EV or installing charge points) which are aimed at residents.	Identify any EV schemes already available and supplement them with council schemes which focus on the untargeted groups.	Carbon Neutral Team / Highways Team	Officer time to signpost and develop EV funding schemes for residents
Enable communities to have more low carbon, accessible and reliable public and shared transport options		Work with industry partners to decarbonise public transport across the borough e.g. switching buses to 100% electric.	Identify Government funding streams like the Zero Emission Bus Regional Areas 2 and apply for funding to help increase the decarbonisation of the bus fleet. Use influence with train & bus providers. The appropriateness of electric buses for rural bus networks needs to be reviewed.	Transport & Highways	Investment required in new fleet. May require council or National Government funding.

Transport			2	Use the Local transport plan to improve service offerings and explore how we can develop a public transport offering which reflects the needs of residents in each geographical area.	A more holistic approach will take into consideration different modes such as "micro mobility" e.g. e-scooters/ebikes, as well as bus and train offerings. Also leaves the door open to future technologies. Where appropriate, engage with other authorities and Towns and Parishes to support this.	Rural economy & Transport & Highways	Office time for review and engagement. Investment in bus services would be required if the network were to be expanded.
				Encourage car sharing including car sharing apps.	Promote car sharing groups and apps through different channels to increase outreach e.g. on the council website and in community groups.	Transport & Highways	Officer time to research into existing car sharing groups and time for spreading awareness.
				Support demand responsive transport and promote car club developments across the borough.	First step is to identify data sources which track transport demand (e.g. usage of buses) and research established car clubs across the borough. Particular focus should be given to areas which do not have transport services for differently abled residents, and assessing increasing services for them.	Transport & Highways & Finance	Signposting car clubs across the borough would require officer time to manage. Supporting demand responsive transport would require development of a system to facilitate this and investment in technology.

Agriculture & Land Use	12% reduction in the number of livestock. Increase lone tree planting to the equivalent of 50 trees per hectare. 24% in forest coverage and a 7% decrease in grassland.	Support the farming community to encourage regenerative and sustainable farming practices	3	Review the Farms strategy and Agricultural Land Holdings to maximise opportunities to reduce carbon emissions.	There may be an opportunity with new tenancies to require sustainable farming practices. This needs consideration of how this would be assessed and managed.	Asset Management	Officer time to review and update the Farms strategy and Agricultural Land Holdings.
Agriculture & Land Use			3	Continue to engage with the National Farmers' Union (NFU) and other key agricultural stakeholders to provide guidance on sustainable farming practices.	The council is already engaging with NFU and key agricultural stakeholders. It is important that guidance provided by different stakeholder is aligned. Resources shared should be made accessible for all.	Carbon Neutral Team	Continue existing resource for engagement and to develop guidance.
Agriculture & Land Use	Increase lone tree planting to the equivalent of 50 trees per hectare. 24% in forest coverage and a 7% decrease in grassland.	Maximise carbon sequestration, support biodiversity and use sustainable land practices on council owned land		Where possible, restore, retain and protect existing land uses which store carbon dioxide on council-owned land. E.g. allow community groups to grow and upkeep wildflower verges, small grass areas and have access to allotments.	Identify all council owned land across the whole borough and pinpoint land areas where carbon can be stored. This will need to consider both the protection of current carbon stores as well as creating or enhancing new stores.	Asset Management	Investment will be required from the council to manage and improve spaces. Office time and potential external specialist needed identify restoration areas.



Agriculture & Land Use
Agriculture & Land Use

	2	Update the Green Infrastructure Action Plan to include Landscape-scale projects, town and service improvements.	Map out where there are potential opportunities for landscape-scale projects, town and service improvements across the borough to be included in the Green Infrastructure Action Plan update.	Carbon Neutral Team	Use existing officer time required to update action plan.
		Work with town councils and other local community groups to deliver tree planting and other carbon sequestration activities as well as management of trees, especially in flood prone areas.	First step will be to list out any tree planting or sequestration activities that are in progress or have been proposed and identify where town councils or any local groups can help deliver.	Carbon Neutral Team	Officer time to communicate and collaborate on opportunities with town and local community groups. Small grants could be offered to community groups. National grants could be explored.

Agriculture & Land Use

Planning supports net zero and biodiversity ambitions	1	Ensure tree cover, green infrastructure and Biodiversity Net Gain (BNG) is considered for all new developments through the new Local Plan by mandating for a minimum level of tree coverage in new developments, in line with the Carbon Neutral ambition.	As part of the local plan review, the planning requirements for biodiversity net gain and enhancement of green space in new developments should be updated to maximise carbon storage.	Planning	Existing officer time to ensure new local plan requirements are understood and implemented. Specialist advice may be required on biodiversity requirements.
		Where possible, ensure new developments support the environment by avoiding constructing on sequestering land e.g. greenbelts and peatlands.	First step will be to identify all carbon sequestering areas (e.g. green belt, peat lands and woodlands). This resource can then be used to identify areas developers should try to avoid.	Planning	Officer time required to develop guidance for new developments.

Agriculture & Land Use
Agriculture & Land Use
Agriculture & Land Use

Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	1	Raise awareness through business networks and provide guidance to businesses on tree planting and local offsetting.	First step will be to identify local tree planting schemes which business can get involved with (e.g. Leighton Grange project) and local offsetting options. This resource can then be used to engage businesses. Guidance will need to be tailored to areas where conditions are different for e.g. planting trees, as some locations will not be suitable for certain species.	Carbon Neutral Team	Time required to develop communications in business networks and to construct guidance.
		Where possible, avoid any degradation in healthy peatlands and restore as much degrading peat (which acts as a carbon source) as possible by working with landowners.	Identify peatland on CEC owned land and consider actions to support and improve peat health. Speak to local landowners to understand what has been done locally to support peat health.	Carbon Neutral Team	Officer time for engagement and development of resources on peat health issues. National grants could be explored.
		Engage with local land owners and key stakeholders on land use issues and ways in which the council can provide support.	Identify local land owners and key stakeholders across the borough to engage with.	Carbon Neutral Team	Officer time for engagement and development of resources on land use issues.

Waste	24% reduction in volume of waste 66% recycling rate	Improving waste services to enable waste reduction and circular economy	1	Develop a circular economy roadmap for the borough, mapping material flows within the area to identify opportunities for circularity and co-location	The first step is to build up an understanding of the current context by mapping material flows The report could then serve as an evidence base for engaging stakeholders in the borough.	Environmental services	This would require dedicated council resource to develop a plan and conduct research. May require external support and budget allocated.
Waste				Encourage other waste collectors to review their waste processing and impact of RCVs.	First step is to identify other waste collectors in the borough.	Environmental services	Officer time require to engage with other waste collectors.
Waste				Respond to consultations and engage with national government on changing legislation to push ambition and plan for implementation	This type of engagement already takes place. Impact of potential policy and legislation has already been reviewed in Municipal waste management strategy. Risk that this is delayed or the extent to which policy goes is limited.	Environmental services	Officer time required to respond to consultations. Potential to engage in Local Authority networks to support this.

Waste
Waste
Waste

Raising awareness amongst residents of the waste hierarchy and supporting initiatives that enable reuse	1	Support community groups to develop sharing/circular economy e.g., repair café, library of things, community fridge, food redistribution centres.	First step involves understanding community groups already set up and signposting these. The council will then need to review how to support existing groups and if there are any gaps. Engagement with Climate Alliance to build up idea of local groups.	Communities Team	Officer time required to review, may require small grants to be offered to community groups.
		Continue to work with organisations and develop own campaigns to deliver education and awareness raising on waste reduction, recycling and food waste.	The council has already developed campaigns and has partnerships with organisation on awareness raising. The next step is to review the effectiveness of these and to continue to raise awareness.	Environmental services	Resource required to develop campaigns and engagement but already part of plans/resource previously allocated.
		Continue to engage with schools and other educational institutions to raise awareness and support young people to understand waste reduction and recycling.	Consider equality impacts of delivering support to schools with less resources. There are already recycling champions set up in schools which could be built upon.	Environmental services	Officer time required to coordinate engagement but already part of plans/resource previously allocated.

Waste		Improving waste services to enable waste reduction and circular economy	1	Encourage businesses to segregate their waste including their commercial organic waste to reduce food waste through incentives and sharing best practice.	Identify businesses across different sectors which are segregating their waste and collaborate with them on best practices which can be shared with other businesses. Resource constraints may result in deprioritising this area of action, due to lack of council officer time.	Environmental services	Officer time to implement new incentives and encourage through business networks and forums to post about their best practice.
Waste				Signpost businesses adopting good waste or recycling practices or offering services that support circular/sharing economy to recognise activity and to share knowledge.	First step is to research into SMEs and larger organisations in a variety of sectors who are supporting the circular economy.	Environmental services	Officer time to encourage businesses who are supporting circular economy/ sharing economy to showcase their best practice in business forums and or networks.

Energy supply	<p>Increase small scale wind capacity to 153 MW.</p> <p>Increase large onshore wind capacity to 93 MW and offshore wind capacity to 203 MW.</p> <p>Increase small scale solar PV capacity to 461 MW.</p>	Provide advice to residents on increasing renewable energy generation	2	Provide support and guidance on setting up community led energy schemes and groups. Explore partner organisation/initiatives to help deliver and promote this.	Identify partner organisations/ initiatives across the borough and collaborate with them on consulting with established community led energy groups and schemes (e.g. Congleton Hydro) to understand first hand where support and guidance is needed for them and new groups.	Communities Team	Resource to identify and engage with potential partner organisations/initiatives. Officer time to oversee engagement with partner organisations and communities.
Energy supply	<p>Increase large scale PV (major power producers) capacity to 447 MW.</p> <p>Increase small- and large-scale hydro capacity to 14 MW.</p>			Provide information on the benefits of installing renewables on property and on how residents can go about this e.g. use existing Solar Together guidance on how to find an installer.	Review the success of existing schemes such as solar together to inform future programmes and guidance. A vetting framework within the Council would help identify qualified installers.	Carbon Neutral Team	Officer time to provide information to residents about installing renewable technology and associated benefits.
Energy supply				Assess options for decarbonisation in off-gas and rural areas.	Map out locations of homes which are off-gas and rural and prioritise areas where there are vulnerable groups. Assess which technologies are best suited for the location of homes and the age of the building.	Carbon Neutral and Rural economy	Officer time required to assess options. May need upskilling or external technical support.

Energy supply
Energy supply

Increase local renewable generation through work with key local partners	3	Explore ways to expand on or develop opportunities around large-scale energy generation and storage solutions in collaboration with key businesses. Where appropriate, engage with larger landowners to review opportunities for renewables.	Identify the larger landowners and businesses to engage with and build up an understanding of current land uses and areas suitable for renewables. There will be competing priorities for land use which will need to be reviewed.	Carbon Neutral & Business Support	Officer resource to coordinate with key businesses and discuss opportunities on large scale energy generation and storage.
		Provide guidance to businesses on the benefits and options available for renewable energy: Green energy procurement, Power Purchase Agreement (PPAs), Local generation, solar buy back.	Provide documents which can be accessible for businesses of different size and sector.	Carbon Neutral & Business Support	Officer time required to research into all the options available for businesses on renewable energy and for the development of guidance documents.



Energy supply
Energy supply
Energy supply

		Review council's own land for renewable potential and consider other priorities for land.	Consider all the possible options for the land as it may be more beneficial in other ways e.g. tree planting or peat restoration.	Carbon Neutral Team	Officer time to conduct review, may require external support. Investment may be required for actions identified.
		Coordinate action with our DNOs (Distribution Network Operators) to have better forward plans to decarbonise rural areas and towns.	Understanding the potential future electricity demand and whether the capacity of infrastructure is in place.	Carbon Neutral Team	Officer time required to communicate and discuss future plans with DNO.
Ensure new developments incorporate renewable energy technologies		Develop a Local Area Energy Plan that will provide priorities for energy demand reduction and opportunities for renewables.	Local Area Energy Planning will help to identify priorities for retrofit and energy supply with the local area. The plan should make sure there are opportunities across the borough, with particular attention to vulnerable areas where they would benefit most.	Carbon Neutral Team	May require external support or consultant to be commissioned.

Energy supply			2	Review opportunities to promote renewables and increase the requirements for renewables in the Local Plan.	As part of the local plan review, the planning requirements for renewables should be reviewed and opportunities to include renewable energy in new developments.	Planning	Resource already allocated for local plan update. Specialist advice may be needed for energy planning and requirements for renewables.
Energy supply				Provide technical guides and general guidance on applying for planning permission for renewable technologies, including for key businesses.	Understanding planning requirements was cited as a barrier by local stakeholders so guidance should be produced to build an understanding of the requirements and process for planning permission on renewable installations. This action overlaps with the action under the domestic sector as it needs to be considered in multiple action areas.	Planning	Resource required to develop technical guidance, may require upskilling or specialist skills.

## Appendix 6 - Measurement Framework

### KPIs for tracking progress against you Action Plan

*This worksheet contains KPIs the council could use to monitor progress against the Action Plan. KPIs are provided across all sectors. Within each sector, the given KPIs could be used to track progress across a range of the objectives, although In Column D we flag the most relevant objective. Where we were unable to identify enough publicly available data from established sources, we have suggested new KPIs the council could implement, based on its own data collection (column 'Description'). Additional Metadata is provided where it is available for the established, publicly available, KPIs, in columns 'Unit' to 'Comments and Exclusions'*

Sector	KPI Summary			KPI Metadata (for Established KPIs only)							
	KPI Name	Most relevant Objective	Established / Suggested KPI	Description	Unit	Period Type	Source Name	Source URL	Source data location on website	Source Type	Source data updated
		Which objective is the KPI most relevant to? Note: in some instances, a KPI could also be used to track progress against other objectives in the sector.	KPIs marked "Established" are based on public data, detailed in the rows across. In some instances where suitable public data wasn't found, we have suggested KPIs that the council could collect themselves.	Details of the dataset							

Agriculture & Land Use	Total Land Area Classified As Forestry Or Woodland	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	This KPI shows the total land area in hectares by usage type as shown in the Land Use Statistics dataset.	Ha	Calendar Year	DLHUC	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use">https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use</a>	Land Use Statistics, England 2022	Nationally Collected	24/10/2023
Agriculture & Land Use	Proportion Of Land Area That Is Classified As Non-Developed	Support the farming community to encourage regenerative and sustainable farming practices	Established	This KPI shows the total land area in hectares by usage type as shown in the Land Use Statistics dataset. This includes land in the categories of; Agriculture, Forests, Open Land, Water, Outdoor Recreation, Residential Gardens and Undeveloped Land.	%	Calendar Year	DLUHC	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use">https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use</a>	Land Use in England, (All years)	Nationally Collected	24/10/2023

Agriculture & Land Use	Proportion Of Land Area That Is Classified As Agricultural	Support the farming community to encourage regenerative and sustainable farming practices	Established	This KPI shows the total land area in hectares by usage type as shown in the Land Use Statistics dataset.	%	Calendar Year	DLHUC	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use">https://www.gov.uk/government/statistical-data-sets/live-tables-on-land-use</a>	Land Use Statistics, England 2022	Nationally Collected	24/10/2023
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Agriculture & Land Use	Net Natural Environment GHG Emissions, Including LULUCF	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	Forest Research and the UK Centre for Ecology & Hydrology annually prepare estimates of the uptake of CO2 by afforestation and net loss or gain of CO2 from soils for inclusion in the UK GHGI. In addition to this, estimates of emissions of CH4 and N2O to the atmosphere from LULUCF (Land Use, Land Use Change and Forestry) have been made.	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Agriculture & Land Use	Agricultural GHG Emissions	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	The LA GHG emissions data includes emissions from; fuel combustion, liming, fertilisers, agricultural soils (NEW), and livestock (NEW).	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
Agriculture & Land Use	Livestock GHG Emissions	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	Dataset shows the net emissions from Livestock. Aggregated cattle population data were supplied to and processed by Cranfield University from cattle tracing system (CTS) data.	tCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023

Agriculture & Land Use	Net GHG Emissions From Forest Land	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	Dataset shows the net emissions from Forest Land. A negative value of emissions means that there is an overall sink.	tCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
Agriculture & Land Use	Net GHG Emissions From Cropland	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	Dataset shows the net emissions from Cropland. A negative value of emissions means that there is an overall sink.	tCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023



Agriculture & Land Use	Net GHG Emissions From Wetlands	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Established	Dataset shows the net emissions from Wetlands. A negative value of emissions means that there is an overall sink.	tCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
Agriculture & Land Use	Proportion of land area protected as priority habitat	Support local land owners to maximise carbon sequestration, support biodiversity and use sustainable land use practices	Suggested		%						

Domestic	Number Of Energy Company Obligation (ECO) Measures Installed	Support the development of net zero infrastructure	Established	The estimates use administrative data generated as part of the Green Deal (GD) and Energy Company Obligation (ECO) processes. For the annual detailed statistical release, scheme administrative data from the Green Homes Grant Vouchers (GHGV) and the Green Homes Grant Local Authority Delivery (LAD) scheme are included.	Measures	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/household-energy-efficiency-national-statistics">https://www.gov.uk/government/collections/household-energy-efficiency-national-statistics</a>	Yearly Headline Releases	Nationally Collected	30/11/2023
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Domestic	Number Of Retrofit Measures Under The Renewable Heat Incentive	Support the development of net zero infrastructure	Established	Showing the cumulative number of accredited installations under the Renewable Heat Incentive, from the start of the scheme.	Retrofits	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/renewable-heat-incentive-statistics">https://www.gov.uk/government/collections/renewable-heat-incentive-statistics</a>	Annual Edition(s)	Nationally Collected	20/04/2023
Domestic	Number Of Heat Pumps Installed Under The Renewable Heat Incentive (RHI)	Support the development of net zero infrastructure	Established	This insight shows the cumulative number of accredited heat pump (Air Source and Ground Source) installations under the Renewable Heat Incentive, from the start of the scheme.	Heat Pumps	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/renewable-heat-incentive-statistics">https://www.gov.uk/government/collections/renewable-heat-incentive-statistics</a>	Annual Edition(s)	Nationally Collected	20/04/2023

Domestic	Total Renewable Heat Energy Generated As A Result Of Retrofits Under The Renewable Heat Incentive	Support the development of net zero infrastructure	Established	This dataset refers to 'Heat Paid for by the Local Authority, in GWh' as a result of the Renewable Heat Incentive.	MWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/renewable-heat-incentive-statistics">https://www.gov.uk/government/collections/renewable-heat-incentive-statistics</a>	Annual Edition(s)	Nationally Collected	20/04/2023
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Domestic	Proportion Of Domestic New Builds with EPCs That Are Rated B And Above	Planning supports net zero ambitions by increasing energy efficiency in new builds	Established	This KPI refers to all new builds EPCs submitted within each year, rather than a cumulative approach looking at all EPCs. This KPI can show an insight into the whole housing stock, through new build performance, retrofitting etc... *Note, not all buildings have an EPC and buildings that receive retrofit measures are not required to update their EPC.	%	Calendar Year	DLUHC, EPC Open Data	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates">https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates</a>	Table NB1	Nationally Collected	04/12/2023
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Domestic	Proportion Of Domestic EPCs That Are Rated B And Above	Planning supports net zero ambitions by increasing energy efficiency in new builds	Established	This KPI refers to all (new and existing builds) EPCs submitted within each year, rather than a cumulative approach looking at all EPCs. This KPI can show an insight into the whole housing stock, through new build performance, retrofitting etc... *Note, not all buildings have an EPC and buildings that receive retrofit measures are not required to update their EPC	%	Calendar Year	DLUHC, EPC Open Data	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates">https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates</a>	Table A1	Nationally Collected	04/12/2023
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Domestic	Total Domestic Electricity Consumption	Support homeowners and the able to pay market to improve energy efficiency of domestic properties	Established	These figures are based on meter level electricity consumption data provided by data aggregators (who compile this data on behalf of electricity suppliers). Domestic consumption is based on Non-Half Hourly (NHH) meters with profiles 1 and 2 (these are the standard domestic and economy 7 tariffs respectively). Non-domestic consumption is based on NHH	GWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics</a>	Sub-national electricity consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Domestic	Mean Domestic Electricity Consumption Per Domestic Meter	Support homeowners and the able to pay market to improve energy efficiency of domestic properties	Established	These figures are based on meter level electricity consumption data provided by data aggregators (who compile this data on behalf of electricity suppliers). Domestic consumption is based on Non-Half Hourly (NHH) meters with profiles 1 and 2 (these are the standard domestic and economy 7 tariffs respectively). Non-domestic consumption is based on NHH	kWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics</a>	Sub-national electricity consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Domestic	Total Domestic Gas Consumption	Support homeowners and the able to pay market to improve energy efficiency of domestic properties	Established	These figures are based on meter level gas consumption data provided by Xoserve (who compile meter level data from gas shippers, who in turn receive the data from gas suppliers). Xoserve provide annualised estimates of consumption (AQs) for all gas meters. Xoserve provide the AQs on a weather corrected basis by a process which accounts for regional	GWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics</a>	Sub-national gas consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Domestic	Mean Average Domestic Gas Consumption Per Domestic Meter	Support homeowners and the able to pay market to improve energy efficiency of domestic properties	Established	These figures are based on meter level gas consumption data provided by Xoserve (who compile meter level data from gas shippers, who in turn receive the data from gas suppliers). Xoserve provide annualised estimates of consumption (AQs) for all gas meters. Xoserve provide the AQs on a weather corrected basis by a process which accounts for regional	kWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics</a>	Sub-national gas consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Domestic	Domestic Buildings GHG Emissions	Support homeowners and the able to pay market to improve energy efficiency of domestic properties	Established	The LA GHG data uses sub-national consumption data, uses both a bottom up approach of meter point level consumption, as well as supporting information from DUKES. For the UK, BEIS use an 'Employment Based Energy Consumption' approach to mapping energy consumption. The DUKES data and sub-national datasets do not match due to differences	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Energy supply	Total Renewable Capacity	Increase local renewable generation through work with key local partners	Established	<p>This insight shows the total capacity of renewable energy sites within the local authority boundary. This includes ( Solar PV, Onshore and Offshore Wind, Hydro, Anaerobic Digestion, Wave/Tidal, Sewage Gas, Landfill Gas, Municipal Solid Waste, Animal Biomass, Plant Biomass and Cofiring.)</p> <p>*Please note that this dataset omits some larger sites for data privacy</p>	MW	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-renewable-electricity-statistics">https://www.gov.uk/government/statistics/regional-renewable-electricity-statistics</a>	Renewable electricity by local authority 2014 - 2021	Nationally Collected	28/09/2023
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Energy supply	Total Electricity Generation from Renewables	Increase local renewable generation through work with key local partners	Established	<p>This insight shows the total number of renewable energy generation from sites within the local authority boundary. This includes ( Solar PV, Onshore and Offshore Wind, Hydro, Anaerobic Digestion, Wave/Tidal, Sewage Gas, Landfill Gas, Municipal Solid Waste, Animal Biomass, Plant Biomass and Cofiring.)</p> <p>*Please note that this dataset omits some larger sites for data</p>	MWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-renewable-electricity-statistics">https://www.gov.uk/government/statistics/regional-renewable-electricity-statistics</a>	Renewable electricity by local authority 2014 - 2021	Nationally Collected	28/09/2023
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Energy supply	Number of Sites Generating Renewable Energy	Ensure new developments incorporate renewable energy technologies	Established	<p>This insight shows the total number of renewable energy sites within the local authority boundary. This includes ( Solar PV, Onshore and Offshore Wind, Hydro, Anaerobic Digestion, Wave/Tidal, Sewage Gas, Landfill Gas, Municipal Solid Waste, Animal Biomass, Plant Biomass and Cofiring.)</p> <p>*Please note that this dataset omits some larger sites for data privacy</p>	Sites	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-renewable-electricity-statistics">https://www.gov.uk/government/statistics/regional-renewable-electricity-statistics</a>	Renewable electricity by local authority 2014 - 2021	Nationally Collected	28/09/2023
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Energy supply	Number of Solar PV Sites	Ensure new developments incorporate renewable energy technologies	Established	<p>This insight shows the total number of solar pv sites within the local authority boundary.</p> <p>*Please note that this dataset omits some larger sites for data privacy reasons and therefore, some values may appear smaller than they are. For more information, follow the Source link to the methodology documents.</p>	Sites	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Non-domestic Buildings & Industry	Proportion Of Submitted Non-Domestic EPCs That Are Rated B Or Higher	Planning supports net zero ambitions by increasing energy efficiency in new builds	Established	This KPI refers to all (new and existing builds) EPCs submitted within each year, rather than a cumulative approach looking at all EPCs. This KPI can show an insight into the whole housing stock, through new build performance, retrofitting etc... *Note, not all buildings have an EPC and buildings that receive retrofit measures are not required to update their EPC	%	Calendar Year	DLUHC, EPC Open Data	<a href="https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates">https://www.gov.uk/government/statistical-data-sets/live-tables-on-energy-performance-of-buildings-certificates</a>	Table A	Nationally Collected	04/12/2023
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Non-domestic Buildings & Industry	Total Non-Domestic Electricity Consumption	Enable and encourage businesses to support the borough's net zero ambition	Established	These figures are based on meter level electricity consumption data provided by data aggregators (who compile this data on behalf of electricity suppliers). Non-domestic consumption is based on NHH meters with profiles 3 to 8 and all Half Hourly meters. In addition, profile 1 and 2 meters are re-allocated to the non-domestic sector if their annual consumption is	GWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics</a>	Sub-national electricity consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Non-domestic Buildings & Industry	Mean Non-Domestic Electricity Consumption Per Non-Domestic Meter	Enable and encourage businesses to support the borough's net zero ambition	Established	These figures are based on meter level electricity consumption data provided by data aggregators (who compile this data on behalf of electricity suppliers). Non-domestic consumption is based on NHH meters with profiles 3 to 8 and all Half Hourly meters. In addition, profile 1 and 2 meters are re-allocated to the non-domestic sector if their annual consumption is	kWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-electricity-consumption-statistics</a>	Sub-national electricity consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Non-domestic Buildings & Industry	Total Non-Domestic Gas Consumption	Enable and encourage businesses to support the borough's net zero ambition	Established	These figures are based on meter level gas consumption data provided by Xoserve (who compile meter level data from gas shippers, who in turn receive the data from gas suppliers). Xoserve provide annualised estimates of consumption (AQs) for all gas meters. Xoserve provide the AQs on a weather corrected basis by a process which accounts for regional	GWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics</a>	Sub-national gas consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Non-domestic Buildings & Industry	Mean Non-Domestic Gas Consumption Per Non-Domestic Meter	Enable and encourage businesses to support the borough's net zero ambition	Established	These figures are based on meter level gas consumption data provided by Xoserve (who compile meter level data from gas shippers, who in turn receive the data from gas suppliers). Xoserve provide annualised estimates of consumption (AQs) for all gas meters. Xoserve provide the AQs on a weather corrected basis by a process which accounts for regional	kWh	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics">https://www.gov.uk/government/statistics/regional-and-local-authority-gas-consumption-statistics</a>	Sub-national gas consumption statistics 2005 to 2021	Nationally Collected	26/01/2023
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Non-domestic Buildings & Industry	Commercial Buildings GHG Emissions	Enable and encourage businesses to support the borough's net zero ambition	Established	The LA GHG data uses sub-national consumption data, uses both a bottom up approach of meter point level consumption, as well as supporting information from DUKES. For the UK, BEIS use an 'Employment Based Energy Consumption' approach to mapping energy consumption. The DUKES data and sub-national datasets do not match due to differences	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Non-domestic Buildings & Industry	Industrial Buildings and Processes GHG Emissions	Enable and encourage businesses to support the borough's net zero ambition	Established	The LA GHG data uses sub-national consumption data, uses both a bottom up approach of meter point level consumption, as well as supporting information from DUKES. For the UK, BEIS use an 'Employment Based Energy Consumption' approach to mapping energy consumption. The DUKES data and sub-national datasets do not match due to differences	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Overarching	Territorial GHG Emissions	Council policies and processes to prioritise reducing carbon and climate impact	Established	The BEIS dataset shows a nationally consistent set of greenhouse gas estimates at the local authority level. This includes 'territorial' emissions estimates for local authorities, showing all emissions that occur within that local authorities border. All emissions are estimated on an 'end-user' basis.	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics">https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Overarching	Territorial GHG Emissions, per Capita	Council policies and processes to prioritise reducing carbon and climate impact	Established	Data, provided by BEIS, shows the Territorial emissions of the Local Authority per capita. This can help to compare emissions against Local Authorities with similar characteristics.	tCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics">https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
Overarching	Territorial GHG Emissions, per Km2	Council policies and processes to prioritise reducing carbon and climate impact	Established	Data, provided by BEIS, shows the Territorial emissions of the Local Authority per km2 of area. This can help to compare emissions against Local Authorities with similar characteristics.	tCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics">https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023



Overarching	Council Scope 1 & 2 Emissions	Council policies and processes to prioritise reducing carbon and climate impact	Established	Data from CEC	tCO2e	Calendar Year						

Overarching	Public Sector Buildings GHG Emissions	Council policies and processes to prioritise reducing carbon and climate impact	Established	The LA GHG data uses sub-national consumption data, uses both a bottom up approach of meter point level consumption, as well as supporting information from DUKES. For the UK, BEIS use an 'Employment Based Energy Consumption' approach to mapping energy consumption. The DUKES data and sub-national datasets do not match due to differences	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics">https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Overarching	Number of council staff engagement activities	Encourage and enable council staff to take climate action	Suggested		tCO2e						
Overarching	Council Scope 3 Emissions	Reduce the council's supply chain related emissions	Suggested		tCO2e						
Overarching	Number of partnerships developed	Develop partnerships with local organisations to deliver climate action	Suggested								
Overarching	Finance generated for local low carbon projects	Explore avenues for generating finance for local low carbon projects	Suggested		£						

Transport	Average Number Of Bus Journeys Per Person	Improve infrastructure for lower carbon transport options	Established	The data shows the total recorded passenger journeys on local bus services within the local authority, per person, creating an average number of journeys per person within the local authority	Journeys	Calendar Year	DfT	<a href="https://www.gov.uk/government/statistical-data-sets/bus-statistics-data-tables">https://www.gov.uk/government/statistical-data-sets/bus-statistics-data-tables</a>	Bus01	Nationally Collected	31/01/2023
Transport	Proportion Of All HGVs/LGVs That Are Electric	Support decarbonisation of freight	Established	This insight shows the percentage of all registered HGVs/LGVs within the local authority boundary that are classified as plug-in vehicles.	%	Calendar Year	DfT	<a href="https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles">https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles</a>	VEH0101 and VEH0141	Nationally Collected	12/12/2023

Transport	Proportion Of All Vehicles That Are Plug-In Electric	Support commercial vehicles to switch to EV	Established	This insight shows the percentage of all registered vehicles within the local authority boundary that are classified as plug-in vehicles.	%	Calendar Year	DfT	<a href="https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles">https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables#all-vehicles</a>	VEH0101 and VEH0141	Nationally Collected	12/12/2023
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Transport	Percentage Of People Regularly Walking Or Cycling (Based On Active Lives Survey) 5 Times Per Week	Improve infrastructure for lower carbon transport options	Established	The Active Lives Travel Survey collects data on the general populations travel habits. This helps to show trends in active travel. *This statistic shows active travel for any purpose, meaning this some survey responses could include recreational walking and cycling.	%	Calendar Year	DfT	<a href="https://www.gov.uk/government/statistical-data-sets/walking-and-cycling-statistics-cw">https://www.gov.uk/government/statistical-data-sets/walking-and-cycling-statistics-cw</a>	cw0301	Nationally Collected	30/08/2023
Transport	Number Of Public EV Charging Points Installed	Encourage residents to use more EVs	Established	This insight shows the total number of public EV charging points installed.	Charge Points	Calendar Year	DfT	<a href="https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-january-2023">https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-january-2023</a>	Electric vehicle charging device statistics: January 2023 tables	Nationally Collected	25/01/2023

Transport	Number Of EV Charge Points Installed Under The Electric Vehicle Homecharge Scheme	Encourage residents to use more EVs	Established	This insight shows the total number of private EV charging points installed as part of the Electric Vehicle Homecharging Scheme.	Charge Points	Calendar Year	DfT	<a href="https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-january-2023">https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-january-2023</a>	Electric vehicle charging device statistics: January 2023 tables	Nationally Collected	25/01/2023
Transport	Km of cycle/walking paths in the borough	Improve infrastructure for lower carbon transport options	Suggested		Km						

Transport	Transport GHG Emissions	Use plans and strategies to increase active travel and disincentivise higher carbon transport options	Established	Fuel consumption factors and emission factors combined with traffic data for 6 major classes of vehicles are used to estimate national fuel consumption and emissions estimates from passenger cars, light goods vehicles (LGVs), rigid and articulated heavy goods vehicles (HGVs), buses/coaches and mopeds/motor cycles. *It should be noted that	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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Waste	Total Waste Collected	Improving waste services to enable waste reduction and circular economy	Established	All data is based on data entered by local authorities onto WasteDataFlow for each quarter. This is based on a sum of all collection services, for households and other locations.	Tonnes	Tax Year	Defra, WasteDataFlow	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>	Local authority collected waste generation from annual results 2021/22 (England and regions) and local authority data annual results 2021/22	Nationally Collected	24/03/2023
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Waste	Household Recycling Rate, As A Proportion Of All Household Waste	Improving waste services to enable waste reduction and circular economy	Established	All data is based on data entered by local authorities onto WasteDataFlow for each quarter. Household recycling contains materials sent for recycling, composting or reuse by local authorities as well as those collected from household sources by 'private-voluntary' organisations.	%	Tax Year	Defra, WasteDataFlow	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>	Local authority collected waste generation from annual results 2021/22 (England and regions) and local authority data annual results 2021/22	Nationally Collected	24/03/2023
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Waste	Total Waste Sent To Landfill Sites	Improving waste services to enable waste reduction and circular economy	Established	All data is based on data entered by local authorities onto WasteDataFlow for each quarter. Landfill estimates include recycling, composting or reuse rejects.	Tonnes	Tax Year	Defra, WasteDataFlow	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>	Local authority collected waste generation from annual results 2021/22 (England and regions) and local authority data annual results 2021/22	Nationally Collected	24/03/2023
Waste	Total Collected Household Waste	Raising awareness amongst residents of the waste hierarchy and supporting initiatives that enable reuse	Established	All data is based on data entered by local authorities onto WasteDataFlow for each quarter. Household collection is based on wastes within Schedule 1 of the Controlled Waste Regulations 1992.	Tonnes	Tax Year	Defra, WasteDataFlow	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>	Local authority collected waste generation from annual results 2021/22 (England and regions) and local authority data annual results 2021/22	Nationally Collected	24/03/2023

Waste	Average Household Waste Collected	Raising awareness amongst residents of the waste hierarchy and supporting initiatives that enable reuse	Established	All data is based on data entered by local authorities onto WasteDataFlow for each quarter. Household collection is based on wastes within Schedule 1 of the Controlled Waste Regulations 1992.	Kg	Tax Year	Defra, WasteDataFlow	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>	Local authority collected waste generation from annual results 2021/22 (England and regions) and local authority data annual results 2021/22	Nationally Collected	24/03/2023
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Waste	Total Collected Waste From Non-Households	Encouraging businesses to follow the waste hierarchy and promoting business with good waste practices	Established	All data is based on data entered by local authorities onto WasteDataFlow for each quarter. This refers to waste collected which is not part of the ordinary waste collection round service.	Tonnes	Tax Year	Defra, WasteDataFlow	<a href="https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122">https://www.gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables-202122</a>	Local authority collected waste generation from annual results 2021/22 (England and regions) and local authority data annual results 2021/22	Nationally Collected	24/03/2023
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Waste	Waste & Waste Management GHG Emissions	Improving waste services to enable waste reduction and circular economy	Established	Emissions from non-electricity related processes in the waste management sector have been included in the LA GHG data for the first time this year, allocated to Local Authorities based on estimated distributions of where the waste arises rather than where the emissions occurred. Emissions associated with electricity used in the waste industry	KtCO2e	Calendar Year	BEIS/DES NZ	<a href="https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021">https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021</a>	2005 to 2021 UK local and regional greenhouse gas emissions – data tables (Excel)	Nationally Collected	06/07/2023
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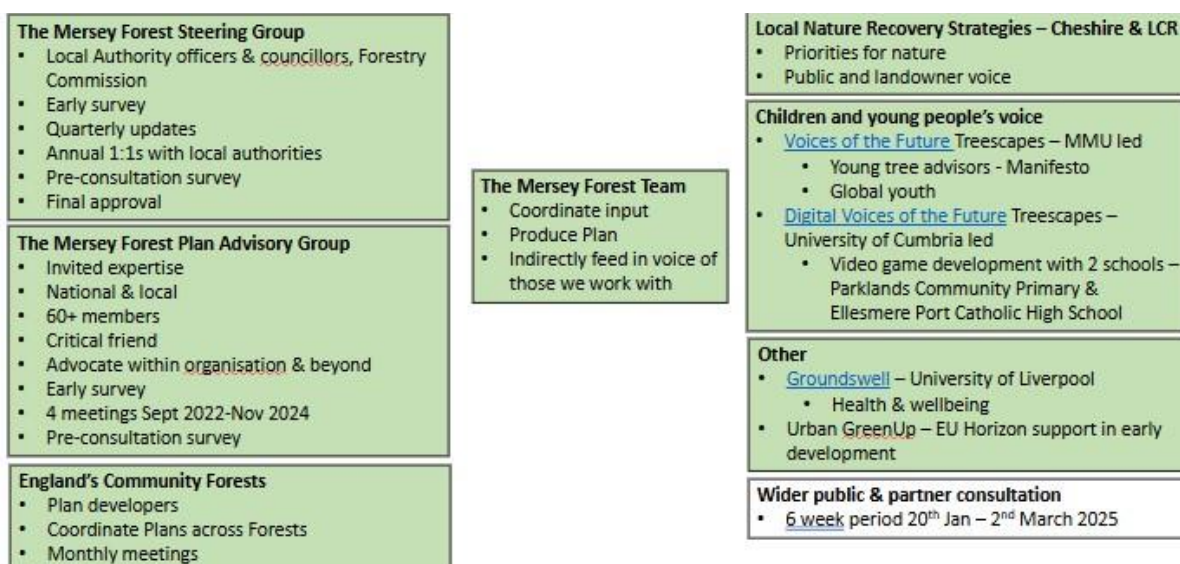


# Engagement and consultation on The Mersey Forest plan refresh for 2025

## Introduction

Engagement on the refresh of The Mersey Forest Plan for 2025 has been embedded throughout the refresh process, starting in 2022. A formal consultation on the draft Plan started on 20<sup>th</sup> January 2025 and runs until 2<sup>nd</sup> March 2025.

An overview of this process is set out in the diagram below. With the green boxes showing some of the pre-consultation engagement that has been undertaken. Further detail on the engagement and consultation phases are set out below.



## Engagement pre-consultation

Engagement started early on in the process of refreshing The Mersey Forest Plan in 2022 and has continued throughout, up to the consultation in January 2025. In particular, there have been two surveys as part of the engagement: an early survey in 2022, asking for thoughts on what people liked and wanted to change in the 2014 Plan; and a preconsultation survey in 2024 to see if any changes were necessary pre-consultation and to gather further amendments. A number of groups have fed into this, as set out in the green boxes in the diagram above and expanded on below.

**The Mersey Forest team** have been central to the refresh of The Mersey Forest Plan. The team have been kept updated throughout at regular team meetings. An away day meeting

was held in April 2023 to discuss the Plan in more detail. The team were also asked to input to the early and pre-consultation surveys. Further, the team have indirectly fed in the voice of the people that they work with on a day-to-day basis, including partners, landowners, and communities.

The existing **Mersey Forest Steering Group**, which governs The Mersey Forest, has been updated at their quarterly meetings about progress on the Plan refresh. The Steering Group consists of local authority officers and councillors (from Cheshire East, Cheshire West and Chester, Halton, Knowsley, Liverpool, Sefton, St Helens, and Wirral), as well as a Forestry Commission representative. They were asked to take part in an early survey, and officers to the pre-consultation survey in late 2024. In addition, annual 1:1 meetings (2022, 2023, and 2024) with each partner have given an opportunity to discuss issues in more detail, with wider invitees from the partner organisations involved in some of these. The Steering Group will be asked to approve the final Plan in April 2025, prior to its approval within each partner authority.

At least 51 people (N.B. this figure needs updating, as it just includes people attending the first round of 1:1 meetings we held) from our local authority partners have been involved in shaping the Plan in the pre-consultation phase. This includes 7 people from Cheshire East, 11 from Cheshire West and Chester, 6 from Knowsley, 4 from Liverpool, 8 from Sefton, 4 from St Helens, and 11 from Wirral.

A **Mersey Forest Plan Advisory Group** was established for the Plan in 2022, with over 60 members (although membership has varied slightly throughout). People were invited into the group because of specific expertise that was considered relevant to the work of The Mersey Forest. Their expertise was mapped against the policies in the 2014 Plan, to make sure we covered all aspects of our work. This included both national and local expertise. The members were asked to be critical friends to inform the refresh of the Plan, and to be an advocate for The Mersey Forest within their organisations and beyond. 4 meetings have been held of the Advisory Group, in September 2022, May 2023, January 2024 and November 2024. The Advisory Group were also asked to contribute to an early and pre-consultation surveys.

The Advisory Group has included people from: Cheshire and Warrington Local Enterprise Partnership, Cheshire West and Chester Council, Cheshire Wildlife Trust, Creative Concern, Dartmouth College (USA), Defra, Department for Levelling Up, Housing and Communities (DLUHC), Elm Associates, Environment Agency, Faiths 4 Change, Forest Research, Forestry Commission, Friends of Anderton and Marbury, Grosvenor Estates, Groundwork, Institute of Chartered Foresters, Landscape Institute, Liverpool City Region Combined Authority, Liverpool John Moores University, Manchester Metropolitan University, Merseyside Biobank, Merseyside Environmental Advisory Service, Myerscough College, National Farmers Union, Natural England, Nature North, NHS, Shropshire Council, Sylva Foundation, Town and Country Planning Association, Transition Wilmslow, Trees and Design Action Group, United Utilities,

University of Birmingham, University of the Highlands and Islands, University of Liverpool, University of Manchester, University of York, Wargrave House, Wild Rumpus, Woodland Trust.

The Plan has been developed alongside the development of **Local Nature Recovery Strategies** (LNRS) for Cheshire and Liverpool City Region. The Mersey Forest team has fed into the process of developing both of these, attending a number of workshops, being part of the technical advisory group for LCR and on the LNP Executive Board for Cheshire, commenting on drafts, as well as having individual meetings with the developers of these strategies to try and ensure alignment. We also invited the LNRS Responsible Authorities, as well as others involved in developing these, to be part of The Mersey Forest Plan Advisory Group so that they had the opportunity to influence its development. This has allowed us to feed priorities for nature into The Mersey Forest Plan, but also to draw on the wealth of **public and landowner voice** gathered as part of the LNRS development.

**Public voice** was also gathered at an event held in Liverpool to celebrate Lunar New Year in 2024. The Mersey Forest were present at the event and, as part of our stall, were asking for peoples thoughts on trees and woodlands.

We have also worked on the Plan alongside the UK Treescapes ‘Voices of the Future’ and ‘Digital Voices of the Future’ projects. This has allowed us to feed in **children and young peoples voice** in a number of ways: indirectly through interactions with the projects researchers and partners, through the creation of a ‘Manifesto for our treescape’ with primary school children, through a site visit to a local park with global youth, and through the development of a video game with primary and secondary school children. We also invited two researchers from the Voices of the Future project to be on our Mersey Forest Plan Advisory Group to give them the opportunity to feed in more directly to our Plan.

We have worked with the **Groundswell Consortium** team from the University of Liverpool in relation to health and wellbeing. The Groundswell team were invited to be on our Plan Advisory Group and felt that there was a lot of potential for us to collaborate further. Work has included feeding into some of our metrics.

We have worked alongside **England’s Community Forests**, as each of the fifteen forests has been refreshing their forest plans with support from Defra’s Trees for Climate Fund. We have had monthly meetings to coordinate activity and allow us to have a national voice. This has included collaboration on the supporting evidence review on the benefits of trees and woods, and developing common metrics.

The early development of and inspiration for our Plan was supported by the award winning EU Horizon funded **Urban GreenUp** programme.

### **Early survey 2022**

The early survey in 2022 was sent to the team, Steering Group and Advisory Group. It asked for thoughts on: whether people were aware of the existing 2014 Plan, if they used it and how, what people liked in the existing Plan, what changes they'd like to be made, the best way to get the new Plan adopted and used by partners, and the format that the new Plan should be in.

In total there were 59 responses: 15 from the team, 9 from local authority partners, and 35 from other partners or organisations.

### **Pre-consultation survey late 2024**

The pre-consultation survey in 2024 was sent to the team, Steering Group and Advisory Group. It was intended to see if any changes were necessary pre-consultation and to gather further amendments.

There were 11 responses submitted using the online form, but further responses were sent via email. There were also discussions at the November 2024 Advisory Group meeting and 1:1 partner meetings Nov 2024-Jan 2025 that fed into this process. As a result of this a few key amendments were made to the draft Plan. Further changes will be ongoing during the consultation and pre-consultation phases.

The key changes made were:

- 30% tree cover in vision – supporting text was added to explain it is a long-term ambition, over centuries, rather than a target per se. This set it in the context of other pressures on land such as housing and food security. It also outlined shorter-term scenarios to 2050:
- High confidence – 14.6% tree cover, establishing 100 ha/yr
- Medium confidence – 14.9% tree cover, establishing 140 ha/yr
- Low confidence – 15.2% tree cover, establishing 175 ha/yr.
- Similarly, the area-based “indicative tree cover targets” were renamed as “long-term tree cover ambitions”.
- 3:30:300 aspiration – added text to acknowledge that local authorities may have their own adopted access standards and, while an aspiration, this may not be appropriate in all neighbourhoods.
- Specific amends to WHERE principles in Wirral as suggested by officers.

## **Consultation**

The consultation on The Mersey Forest Plan is taking place for six week period from 20<sup>th</sup> January 2025 until 2<sup>nd</sup> March 2025. During this period the new-look Mersey Forest website is

showcasing the consultation version of the Plan, with a link to an online form to complete the survey. There have been 31 responses as of 30<sup>th</sup> January, which currently seem to be very positive (e.g. 90% of responses agree/strongly agree with the vision, 10% neither agree nor disagree, and no responses disagree/strongly disagree). A full analysis of the results will be required once the consultation ends.

There are a range of communications to promote the consultation and try to gather more responses, including:

- An email that has been sent out to 2,571 recipients, including the team, Steering Group, and Advisory Group. Recipients also include people who have previously been in contact with The Mersey Forest or are linked to an organisation within the area who may be interested in our forest plan. Recipients were asked to complete the survey and to share it with anyone who might be interested in responding, including their networks, friends and families.
- The team has been asked to share widely with further contacts. This has included the Cheshire Tree Alliance.
- A separate email was sent to local authority school officers, asking them to share with schools to get both their and the pupils thoughts. We have suggested that pupils might want to share their thoughts on trees and woods through creative means, recognising that children will not complete a formal survey. A response for the Wirral officer has invited us to speak at a meeting with teachers on 6<sup>th</sup> February at Birkenhead Park Visitor Centre; a team member is following up on this.
- Social media communications via our channels, which we have asked our Plan Advisory Group and local authority partner comms teams to share. Woodland Trust have confirmed they have done this.
- Press release sent to local news outlets.
- Newsletter copy has been shared with the Plan Advisory Group and local authority comms teams. This has been included in Forestry Commission's regional newsletter, and NFU plan to include in their members newsletter.
- Promotional postcards are being created. These will be handed out by the team and at in person events.
- In person events are being planned. It is intended to have four of these, with dates still being confirmed. Including: Storyhouse in Chester (14<sup>th</sup> February), Liverpool One, St Helens College, and at a rural auction house in Cheshire East.

## Post-consultation

When the consultation ends The Mersey Forest team will analyse all responses, including any pre-consultation survey responses that had not yet been implemented, and make changes accordingly. It is intended to take the final Plan to the Mersey Forest Steering Group on 10<sup>th</sup> April 2025. If the Steering Group approve the Plan, then each of the Steering Group partners will seek approval of their respective organisations. This process is being led by each partner organisation, with support from The Mersey Forest team, as appropriate.

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# Grant Offer



## Project Overview

Mersey Forest Ref:	CHE_126
Site Name:	Bathertons Farm
Applicant Name:	Cheshire East Council

Area	Hectare
Gross Area	33.57
Net Planting	27.47
Open space	6.10

## Project Description

Bathertons Farm is a new woodland creation project being delivered by Cheshire East Council

Planting Type	Area Ha
Woodland	27.47

Items	Description	Unit	Rate	Qty	Total
<b>Planting Items</b>					
Trees	Purchase of trees, bare root or cell grown transplants. Acceptable size between 20cm to 80cm.	Each	£1.00	40543	£40,543.00
Trees	Wild Service Tree and Black Poplar: Purchase of trees, bare root or cell grown transplants. Acceptable size between 20cm to 80cm.	Each	£2.00	1650	£3,300.00
750mm Tubex Standard Tree Guard and Stake	750mm Tubex Standard Tree Guard with 900mm x 25mm Hardwood Stake	Each	£1.65	32477	£53,587.05
600mm Guards and Stake	600mm Guards with 900mm x 25mm Hardwood Stake	Each	£2.10	9716	£20,403.60
<b>Labour</b>					
Welfare Unit		Each	£5,000.00	1	£5,000.00
Marking Out	Marking out positions prior to planting	Each	£0.10	42193	£4,219.30
Planting Labour Shelters	Costs for tree planting and fixing of stake and tree shelter	Each	£1.30	42193	£54,850.90
<b>Pre-Planting</b>					
Fence Removal	Cost for Fencing Removal	Per Metre	£1.50	1375	£2,062.50
Vegetation Removal for Fencing	Vegetation Removal	Day Rate	£550.00	2	£1,100.00
Pre-Planting Mowing	Mowing prior to planting commencing.	Hectare	£200.00	22.57	£4,514.00
Chemical Screefing	Chemical screefing to create a weed free planting area.	Each	£0.12	42193	£5,063.16

Skip/Waste Removal		Each	£500.00	3	£1,500.00
<b>Installation</b>					
Stock Fence	Installation of stock fencing to a specification as agreed with the Community Forest. Minimum height 3ft6in, 1.05m.	per metre	£12.00	1375	£16,500.00
Gate Installation	Installation of 3x 3.6m 7 bar galvanised field gate, 2.4mx175mm UC4 treated gate posts and accessories to be galvanised.	Each	£450.00	3	£1,350.00
<b>Establishment &amp; Maintenance</b>					
<b>Beat up</b>					
Year 1	Up to 10% Stock replacement including guard, stake and labour, hand weeding and herbicide application spring/autumn, kerb application within tree guard, inter row mowing and hedge flail.	Hectare	£2,010.08	33.57	£67,478.39
Year 2	Up to 5% Stock replacement including guard, stake and labour, hand weeding and herbicide application spring/autumn, kerb application within tree guard, inter row mowing and hedge flail.	Hectare	£1,853.02	33.57	£62,205.88
Year 3	Up to 5% Stock replacement including guard, stake and labour, hand weeding and herbicide application spring/autumn, kerb application within tree guard, inter row mowing and hedge flail.	Hectare	£1,853.02	33.57	£62,205.88
<b>General Maintenance</b>					
Annual Maintenance	Annual maintenance grant over 12 years for 33.57ha	Annually	£10,688.82	12	£128,265.84
<b>Additional Items - As discussed with a member of the Mersey Forest</b>					
Management Costs	Project Management (Site supervision, safety briefs, quality control checks etc)	Hectare	£1,000.00	22.57	£22,570.00
1.04ha Traditional Orchard	Creation of 1.04ha Traditional Orchard Area. Includes orchard trees, accessories and materials, ground preparation, labour and maintenance costs.	Hectare	£13,461.54	1.04	£14,000.00
<b>Grant Total</b>					
Total Grant					£570,719.50
Grant Balance payable					£570,719.50



By confirming this offer you understand that if following completion of the Tree Planting the trees are not Adequately Maintained to ensure successful Tree Establishment by end of the Establishment Period then the Total Grant Support will be reclaimed in full



## Economy and Growth Committee Work Programme 2025/26

Report Reference	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Decision or Scrutiny
<b>3 June 2025</b>									
EG/01/25-26	Final Outturn 2025/25	To note and comment on the final financial and performance outturn positions and (if necessary) to approve Supplementary Estimates and Virements.	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny
EG/11/25-26	End of Year Performance – Economy and Growth	To consider the performance of the Economy and Growth department	Director of Growth and Enterprise	No	No	Open	No	No	Scrutiny
EG/08/25-26	Home Repairs and Adaptations for Vulnerable People Policy 2021-2026	To report on the outcome of the public consultation on the proposed revisions to the policy and seek approval to adopt the revised policy.	Head of Housing	No	Yes	Green	No	No	Decision
EG/09/25-26	Interim Housing Strategy 2025-28	To advise Members of the outcome of the public consultation and to seek approval to adopt the Interim Housing Strategy 25-28.	Head of Housing	No	Yes	Green	No	Yes	Decision
EG/15/25-25	South Macclesfield Development Area	To provide an update on South Macclesfield Development Area	Director of Growth and Enterprise	No	No	Unlocking prosperity for all	TBC	Yes	Decision

Report Reference	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Decision or Scrutiny
<b>9 September 2025</b>									
EG/02/25-26	First Financial Review of 2025/26	To note and comment on the First Financial Review and Performance position of 2025/26 and (if necessary) approve Supplementary Estimates and Virements.	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny
EG/10/25-26	Homelessness and Rough Sleeping Strategy 26-30	To seek approval to go out to public consultation on the Homelessness and Rough Sleeping Strategy.	Head of Housing	Yes	Yes	Green	No	No	Decision
<b>13 November 2025</b>									
EG/07/25-26	Second Financial Review of 2025/26	To note and comment on the Second Financial Review and Performance position of 2025/26, and (if necessary) approve Supplementary Estimates and Virements.	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny
EG/06/25-26	Medium Term Financial Strategy Consultation 2026/27 - 2029/2930	To provide feedback in relation to their financial responsibilities as identified within the Constitution and	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny

Report Reference	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Decision or Scrutiny
		linked to the budget alignment approved by the Finance Sub-Committee in March 2025							
EG/09/24-25	Farms Review	To brief Members on the review and future options for CEC Farms	Head of Rural and Cultural Economy	No	No	Green	No	TBC	Scrutiny and Decision
EG/12/25-26	Mid Year Performance Review – Economy and Growth	To receive an update on performance across Growth and Enterprise department for the first half of 2025-2026.	Director of Growth and Enterprise	No	No	Open	No	No	Scrutiny
<b>13 January 2026</b>									
EG/04/23-26	Third Financial Review of 2024/25	To note and comment on the Third Financial Review and Performance position of 2024/25, and (if necessary) approve Supplementary Estimates and Virements.	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny

<b>Report Reference</b>	<b>Title</b>	<b>Purpose of Report</b>	<b>Lead Officer</b>	<b>Consultation</b>	<b>Equality Impact Assessment</b>	<b>Corporate Plan Priority</b>	<b>Part of Budget and Policy Framework</b>	<b>Exempt Item</b>	<b>Decision or Scrutiny</b>
EG/05/25-26	Medium Term Financial Strategy Consultation 2026/27 – 2029/20230 Provisional Settlement Update	To provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budget alignment approved by the Finance Sub-Committee in March 2025.	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny
<b>10 March 2026</b>									
EG/12/24-25	Service Budgets 2025/26	To set out the allocation of approved budgets for 2025/26 for services under the Committee's remit, as determined by Finance Sub Committee	Executive Director Resources (S151)	No	No	Open	Yes	No	Scrutiny



**OPEN – Report**  
**NOT FOR PUBLICATION – Appendix 1**

## **Economy and Growth Committee**

**11 March 2025**

### **Handforth Garden Village – Delivery Strategy**

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**Report of: Peter Skates, Director of Growth and Enterprise**

**Report Reference No: EG/04/24-25**

**Ward(s) Affected: Handforth**

**For Decision or Scrutiny: Decision**

### **Purpose of Report**

- 1 This report updates Committee on the progress made towards delivering Handforth Garden Village, outlines identified options for delivery and proposes progressing with the option of exploring a joint venture with MADE Partnership.

### **Executive Summary**

- 2 The garden village at Handforth is being progressed via a phased approach. The first phases are concerned with the construction of infrastructure to prepare the site and create a road network to enable development parcels to be accessed and the village centre to be created, aligned to the planning permission for the village. This paper concentrates on the current role of the Council as the master developer, particularly aligning current funding and future financing to build this infrastructure and set the foundation for the successful delivery of a community-led garden village.
- 3 Significant progress has been made toward the delivery of Handforth Garden Village over the past 12 months.
  - Work has commenced to discharge planning conditions.

- The preliminary design of the Initial Preparation and Infrastructure Works (IPIW) is advancing to refine key elements of the scheme with comprehensive ground investigations due to commence before bird nesting season.
  - Homes England have agreed in principle to extend the availability of HIF until March 2027.
- 4 However, significant challenges remain as set out in this report.
  - 5 Officers have been exploring alternative delivery mechanisms which might help address these challenges. A high-level options appraisal has been undertaken and a potential delivery mechanism has been identified as the current preferred option to be explored in more detail.
  - 6 This option is to work with MADE Partnership, to explore the potential of forming a joint venture for the master developer role. The MADE Partnership comprises: Homes England - the government's housing and regeneration agency for England; Lloyds Banking Group; and Barratt Redrow PLC - one of the UK's largest house builders. Working with MADE Partnership could therefore open a wealth of opportunities to access resource, expertise, and funding.
  - 7 MADE Partnership have offered to thoroughly explore the option of such a joint venture and will bear the costs of due diligence, provided the Council enters into an exclusivity agreement whilst that work is ongoing. During the exclusivity period, MADE Partnership, supported by Council officers, would work on the feasibility of a joint venture, whilst also working to ensure key workstreams vital for delivery are progressed. This would include continuing to work on progressing the IPIW design and planning strategy.
  - 8 At the end of the exclusivity period, officers would return to Committee with a recommendation as to whether the Council proceeds with a joint venture with MADE Partnership and on what basis, or alternatively explore alternative delivery routes.

#### RECOMMENDATIONS

The Economy and Growth Committee is recommended to:

- 1 Approve the Council entering into an exclusivity agreement with MADE Partnership to explore the principle of forming a joint venture partnership that would lead the development of Handforth Garden Village.
- 2 Delegate to the Executive Director - Place authority to:



- |          |   |
|----------|---|
| <p>3</p> | <ul style="list-style-type: none"> <li>i. Negotiate and enter into the exclusivity agreement in consultation with the Governance, Compliance and Monitoring Officer.</li> <li>ii. Renegotiate terms, conditions and milestones of the Housing Infrastructure Funding (HIF) agreements with Homes England as necessary and take all actions required to enter into any updated or new agreements.</li> </ul> <p>Note that a further report will be brought back to Economy and Growth Committee for a decision as to whether the Council should proceed to enter into a joint venture with MADE Partnership.</p> |
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## Background

### *Progress on Garden Village Delivery*

- 9 The Handforth Garden Village site was allocated in the Local Plan for the development of a 'sustainable community' providing a full range of housing, employment, a village centre, a new school, and green infrastructure. The site is approximately 70% in Council ownership and to date Council officers have led on pursuing the delivery of the village.
- 10 Officers last provided Committee with an update on the garden village on 26 January 2024.
- 11 As with all capital schemes, given inflation and programme complexity there are challenges with its delivery. Delivery costs have significantly increased, and officers have been exploring opportunities to reduce or delay construction costs, accelerate receipts and other options to avoid the Council having to increase its proposed capital investment.
- 12 Over the last 12 months clear progress has been made. The preliminary design of the IPIW is being driven forward which includes extensive site investigations and value engineering work. A strategy for discharge of associated planning conditions and S106 obligations is also being progressed. Extensive site investigations are expected to commence early in 2025 prior to the bird nesting season. Positively since the last report to committee, Homes England has also agreed in principle to extend the spend window for the £21.7M Housing Infrastructure Fund (HIF) grant awarded to this project to March 2027.
- 13 Simultaneously progressing all required workstreams has however been challenging due to limited in-house officer capacity. Officers are aware of the time limits on the planning permission and of the HIF availability period and want to fully explore potential delivery strategies but lack resources and master developer experience. Other areas requiring

urgent attention, like the utilities strategy, community management plan and Park and Ride scheme, are also hindered by limited capacity.

- 14 Officers have given consideration to potential delivery options at a high level. One option has emerged which appears to present a good route forward, but which requires much more detailed consideration. This option is explained below with other alternatives considered thereafter.
- 15 A decision is needed to proceed with the proposed joint venture in principle and to enter into the exclusivity agreement, with authority delegated to the Executive Director - Place to finalise the heads of terms (a draft to which is attached to this report) and proceed to negotiate and enter into an exclusivity agreement in consultation with the Governance, Compliance & Monitoring Officer.
- 16 Officers will update the Committee on the findings and recommend whether to proceed with the joint venture or pursue alternative options. If the Council decides against the joint venture, it won't need to repay the costs.
- 17 Simultaneously, the Council needs to mitigate the risk of project failure by maintaining delivery momentum so that development of the IPIW commences by 29 September 2026 and the planning permission remains live, and the spend of HIF funding is maximised by March 2027. Officers expect that any changes in delivery strategy, including entering into an exclusivity agreement will require amendments to the contract for the HIF funding. There have been positive discussions on this with Homes England's officials.

## **Consultation and Engagement**

- 18 The Handforth Garden Village Members Advisory Group have been briefed on the proposal to use MADE Partnership's expertise to explore a joint venture, and the need for an exclusivity agreement.

## **Reasons for Recommendations**

- 19 The option of exploring a joint venture with MADE Partnership is considered an opportunity which has the potential to secure a positive financial outcome for the Council from the delivery of the garden village whilst sharing the financial risk. Entering into an exclusivity agreement is required if MADE Partnership are to utilise their own resources to explore this option in detail .
- 20 Delegated authority is required to ensure the Executive Director- Place can negotiate and enter into an exclusivity agreement on behalf of the Council.

## Other Options Considered

21 Officers have undertaken an options appraisal to consider the alternatives to entering an exclusivity with MADE Partnership and these are summarised below and considered in more detail in Appendix 1 confidential information.

22 *Continue on our own (Do Nothing)*

In this option, the Council would proceed with developing the garden village independently as the master developer. It would continue to work on the delivery of the IPIW, with the costs being covered through HIF, borrowing, and phased land sales.

23 *Close Project and Sell Site*

In this option the Council would market the whole of the Council's land interests for sale.

24 *Procurement of a Development Partner*

The Council would advertise for developers to enter a development agreement. The Council would fund this service, potentially using its own land assets and expenses as payment. The Council would continue to work to ensure the planning permission does not lapse throughout the procurement process until a delivery partner was appointed.

## Implications and Comments

### *Monitoring Officer/Legal*

25 Confidential legal advice is contained in Appendix 1.

### *Section 151 Officer/Finance*

26 The MTFS for 2025/26 includes a budget of £57.9m for HGV which is not considered sufficient for the Council to complete the entire scheme. £8.8m of that is from prudential borrowing which is also challenging in the current financial climate.

27 The MADE option is a potential method of achieving the outcomes of the scheme and potentially avoiding the risk of up to £12.3m of costs to date (per MTFS report to Corporate Policy Committee of 6 February 2025) being charged back to revenue.

28 Care is needed that any period of exclusivity doesn't leave the Council without alternative plans should the offer not work out.

29 The Finance comments on this scheme are:

- There is a need to use grant funding to develop the site while that funding is available instead of using CEC funds.
- The Council should work to avoid any grant funding to be clawed back.
- There is a need to meet planning conditions and start on site dates before planning permission expires when the site value would reduce.
- There is a need to set out the options for enhancing the site versus the best time and opportunity to dispose of the site or parts of it.
- Opportunities for partnership working or seeking other funding methods should be explored. MADE Partnership could be such an option.
- Inevitably such an approach would need to be very carefully scrutinised and understood in terms of the expected outcomes and resulting income to the Council versus any alternatives.
- Continuing to spend on the site adds to the spend to date figure which may be charged back to revenue if the scheme does not proceed.
- A considered negotiation of any Heads of Terms is essential to protect the Council's financial position.

### *Policy*

- 30 The recommendation to explore a joint venture with MADE Partnership to facilitate the delivery of the garden village at Handforth has the potential to support the priorities of the [Corporate Plan](#) as follows:

#### **Aim 1: An open and enabling organisation**

The Corporate Plan encourages exploration of opportunities to bring more income into the borough. A joint venture with MADE Partnership has the potential to support this ambition.

#### **Aim 2: A Council which empowers and cares about people**

- 31 The ambition is for the garden village to be a socially inclusive development, following principles that are mindful of demographic challenges. By doing so, the project will ensure long-term sustainability and resilience, benefiting both current and future generations.
- 32 Over the next 18 months, there will be engagement across the Council to ensure the Council's and local community's objectives are clear and can help inform the community infrastructure management plan for the site, the disposal strategy for individual land parcels to curate an inclusive community, and the design guides for the different character areas in the village. The Council will then seek specific commitments from future developers and delivery partners to social and community objectives.

### **Aim 3: A thriving and sustainable place**

- 33 The Corporate Plan sets out an ambition to ensure Cheshire East is a great place for people to live, work and visit with welcoming, safe and clean neighbourhoods and thriving urban and rural economies. A joint venture with MADE Partnership has the potential to support this ambition if it leads to the delivery of the garden village.

#### *Equality, Diversity, and Inclusion*

- 34 An Equality Impact Assessment (EIA) has been developed for the garden village project and will be updated to reflect any decision to proceed with an exclusivity agreement before the agreement is signed.

#### *Human Resources*

- 35 In-house officers working to progress the garden village delivery comprise: a Programme Manager, a planner working in the Economic Development Service and a surveyor working in the Assets Service (both of whom have other projects and responsibilities); Project Management Office support; plus, a project engineer from the Strategic Infrastructure Team managing the contract with Balfour Beatty. Senior Managers oversee and guide the work undertaken by these officers and other officers from enabling services such as Procurement, Legal and Finance provide input as requested.
- 36 The scope and scale of work required for the delivery of the garden village far exceeds what can be provided by this small internal team. No one in the in-house team has experience of acting in the capacity of master developer for a complex development of this nature.
- 37 Entering into an exclusivity agreement with MADE Partnership will inevitably require some of the already limited in-house officer resource to focus on exploring a joint venture route. It would however unlock considerable additional expertise, experience and capacity which would more than compensate.

### *Risk Management*

38 The following risks have been identified by officers associated with entering into an exclusivity agreement with MADE Partnership.

(i) *Limitations on exploring alternative joint ventures*

The exclusivity agreement will prevent officers exploring the potential for alternative joint venture or other options directly with other potential partners during the term of the exclusivity agreement.

(ii) *Diversion of limited staff resources*

Although MADE Partnership bring expertise, capacity, and a significant budget to explore the potential of a joint venture partnership, already overstretched officer resource will inevitably be diverted to work with MADE Partnership. While officers will endeavour to keep other key workstreams moving forward, if at the end of the exclusivity period, the parties decide not to proceed with a joint venture, the project's delivery may have been slowed overall and make delivery via other routes even more challenging than at present due to the need to make up for lost time. The risk of this diversion of resources increasing risk of other options closing must however be balanced against the risk of continuing to pursue delivery alone with inadequate resources.

(iii) *Potential for legal challenge and other legal risks*

Please refer to confidential Appendix 1.

(v) *Dilution of Council Control*

Whilst the Council is only committing to explore the potential of a joint venture, not agreeing at this stage to enter such an arrangement, should the Council proceed to enter into a joint venture at a later date it is likely the Council will have less control over the final form of the garden village than had it proceeded as lone master developer.

### *Rural Communities*

39 No implications specific to rural communities have been identified.

### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

40 It is not envisaged that entering into an exclusivity agreement to explore a potential joint venture will have any direct implications for young people.

### *Public Health*

41 It is not envisaged that entering into an exclusivity agreement to explore a potential joint venture will have any direct implications for public health. If the Council at a later stage determines to proceed to enter a joint venture any implications will be considered at that stage.

*Climate Change*

- 42 Any housing on this site would need to be built to conform with current building regulations regardless of the delivery model. It is not clear at this stage that there would be any implications for climate change stemming from entering into a joint venture, but these could be considered as part of a later decision once the option has been thoroughly explored through the period of exclusivity.

<b>Access to Information</b>	
Contact Officer:	Charles Jarvis Charles.jarvis@cheshireeast.gov.uk
Appendices:	Appendix 1: Confidential information - not for publication
Background Papers:	<a href="#">Economy &amp; Growth Committee Report January 2024</a>

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