

Jobs, Regeneration and Assets Overview and Scrutiny Committee

Agenda

Date: Monday, 13th October, 2014
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

1. Apologies for Absence

2. Minutes of Previous meeting (Pages 1 - 4)

To approve the minutes of the meeting held on 22 September 2014

3. Declarations of Interest

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

4. Declarations of Party Whip

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

5. Public Speaking Time/Open Session

For requests for further information

Contact: James Morley

Tel: 01270 686458

E-Mail: james.morley@cheshireeast.gov.uk with any apologies

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: in order for officers to undertake any background, it would be helpful if members of the public notified the Scrutiny Officer listed at the foot of the Agenda at least one working day before the meeting with brief details of the matter to be covered.

6. **Draft Strategic Asset Management Plan** (Pages 5 - 42)

Further to the last meeting of the Committee to examine and provide comment on the draft Strategic Asset Management Plan.

7. **Atrium System Demonstration**

To receive a briefing on the use of the Atrium system to access data relating to the Council's assets

8. **Forward Plan** (Pages 43 - 54)

To note the forward plan, identify any new items, and to determine whether any further examination of new issues is appropriate.

9. **Work Programme** (Pages 55 - 58)

To review the current Work Programme

CHESHIRE EAST COUNCIL**Minutes of a meeting of the Jobs, Regeneration and Assets Overview and Scrutiny Committee**

held on Monday, 22nd September, 2014 at Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor P Groves (Chairman)
Councillor F Keegan (Vice-Chairman)

Councillors S Corcoran, S Hogben, M J Weatherill, J Wray and B Murphy

Apologies

Councillors G Barton

ALSO PRESENT

Councillor David Newton – visiting member
Councillor Don Stockton – Cabinet Members for Housing and Jobs
Caroline Simpson – Director of Economic Growth and Prosperity
Julian Cobley – Business Manager in Economic Growth and Prosperity
James Morley – Scrutiny Officer

1 DECLARATIONS OF INTEREST

There were no declarations of interest

2 DECLARATIONS OF PARTY WHIP

There were no declarations of party whip

3 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present who wished to speak

4 HIGH GROWTH CITY PROJECT

Caroline Simpson, Director of Economic Growth and Prosperity, provided an oral briefing on the High Growth City Project which related to the regeneration of Crewe. She suggested that there may be potential opportunities arising from a possible decision by Government to include Crewe in plans for the new high speed railway line between London and the North West known as HS2. It was considered prudent to prepare a strategy for the regeneration of Crewe, to make the most of the potential opportunities, should a decision on HS2 involve Crewe in a significant way. Caroline suggested that to get input from Councillors into the shaping of the project a task and finish group of the Committee could be formed to contribute to the development of a strategy.

The task and finish group would first meet to discuss the remit and scope of the group's work; a date for the first meeting of the group would need to be arranged following this meeting. Caroline suggested that members could be provided with background documents to support their work prior to the first meeting. A request was made that all members of the Committee receive the background documents.

RESOLVED:

- (a) That the briefing be noted.
- (b) That a task and finish group of four members be set up to assist in shaping a strategy for the High Growth City Project.
- (c) That the following committee members be appointed to the task and finish group:
 - Councillor P Groves to chair the group
 - Councillor F Keegan
 - Councillor J Weatherill
 - Councillor S Hogben
- (a) That a date for the first meeting of the task and finish group be arranged by the Scrutiny Officer following this meeting.
- (b) That background papers for the task and finish group be circulated to all members of the committee for information.

5 ASSET MANAGEMENT

Julian Cobley, Business Manager in Economic Growth and Prosperity, gave a presentation about the Asset Management Functions. Following the presentation the following points were made:

- The property information unit received approximately 1500 enquiries for information each year. These enquiries varied in complexity which had an impact on how quickly they were dealt with.
- The Local Authority Data Transparency Code 2014 required the Council to publish asset data by November 2014. The system the Council used to manage its data on assets was called Atrium.
- The Atrium system was one of the leading systems on the market and helped to ensure quality of data. It was suggested that the Committee receive a demonstration of the system at the next meeting to teach members how to access information about assets in their wards.
- One of the goals for the future of the Asset Management Function was to enable the public to access property data themselves for self service to reduce the demands on the Assets Team.
- During 2013/14 several major projects had been completed including three school refurbishments, replacement of cremators at

Crewe Crematorium and office refurbishments at Dean Row & Redesmere Day Centres.

- There had also been 8 feasibility studies on projects involving adaptations, refurbishments and extensions totalling a value of £14m.
- Properties were revalued on a regular basis to ensure valuations were up to date. Roughly 20% of property was valued each year meaning each property was revalued at least every five years.
- One of the goals of the Property Services Team was to manage customer and stakeholder expectations. This meant being clear about what information could be provided and when it would be made available when customers and stakeholders made enquiries.
- The Council's Strategic Asset Management Plan was currently being refreshed to reflect the Council's current objectives, policies and strategies.
- The Committee was interested in how assets had been transferred to the Council's Wholly Owned Companies (WOCs). The Council retained ownership of assets used by WOCs through long term leases however there were a variety of different arrangements.

RESOLVED:

- (a) That the presentation be noted.
- (b) That the Committee requests Julian Cobley to present the draft Strategic Asset Management Plan at the Committee's next meeting.
- (c) That the Committee requests Julian Cobley provide information relating to feasibility studies carried out in the last twelve months.
- (d) That the Committee requests the Property Services Team provide a demonstration of the Atrium System for managing assets data to inform members about how to use the system.
- (e) That the Committee requests receipt of a list of assets associated with Wholly Owned Companies.

6 WORK PROGRAMME

The Committee considered its Work Programme and the latest Forward Plan.

RESOLVED – That the Work Programme be updated to reflect actions agreed in previous items of the meeting.

The meeting commenced at 2.05 pm and concluded at 3.45 pm

Councillor P Groves (Chairman)



ASSET MANAGEMENT STRATEGY AND DELIVERY PLAN

DRAFT INTERIM PRESENTATION

On behalf of:



October 2014



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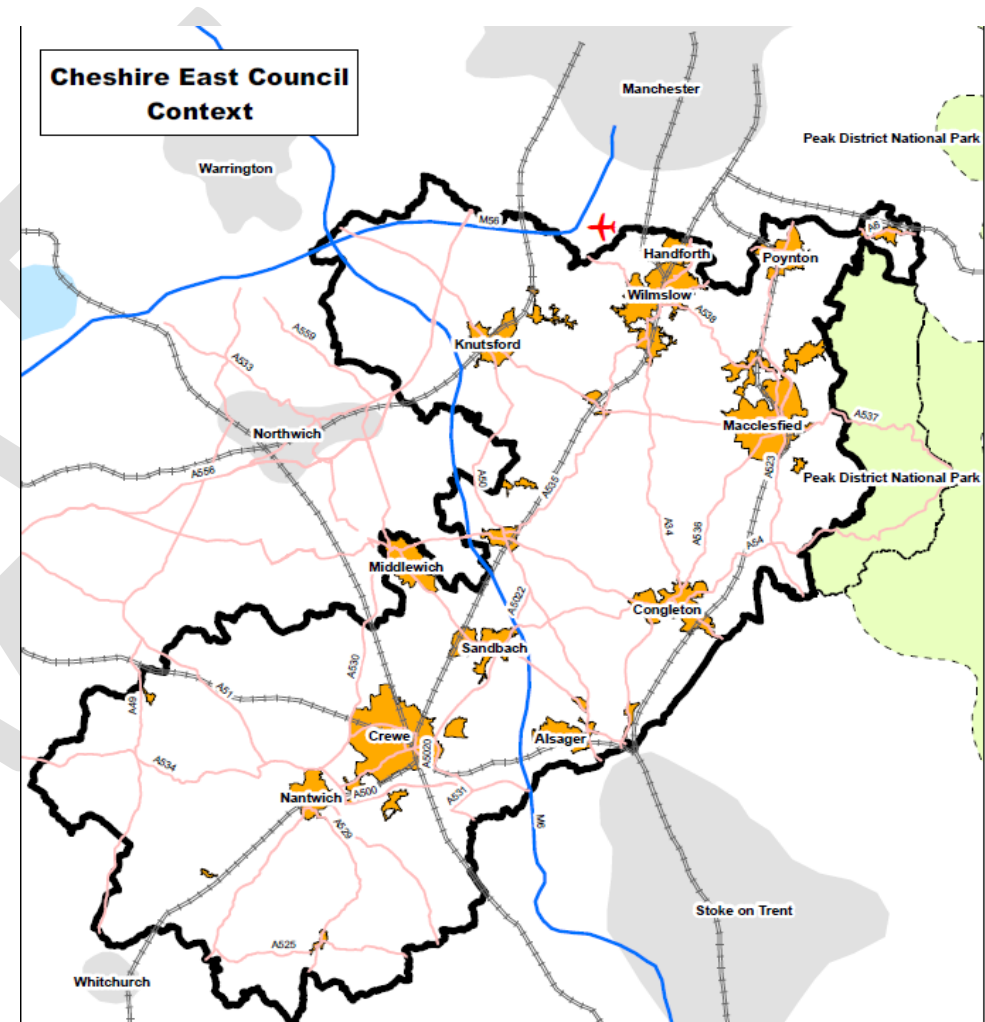
1. CONTEXT



1. CONTEXT: CHESHIRE EAST

Cheshire East – Key Statistics:

- **Unitary authority** – formed 2009. Combined functions of Macclesfield, Congleton, Crewe and Nantwich Borough and functions of former Cheshire County Council.
- **Estimated population c.370,000**: 12th largest out 326. Population to grow by estimated 6% by 2029 – and very sharp rise in aged 65+ years by 2029
- **Area – c. 1,150 sq km**. 19th largest out of 326 but 406 sq km is greenbelt
- **Major centres – Crewe (70,240) and Macclesfield (51,090)**. Other large centres include Congleton, Crewe, Wilmslow, Knutsford, and Nantwich. Also many other smaller settlements and rural hinterland.
- **Key infrastructure: M6, M56, Manchester Airport (adjacent), west coast rail line.**
- **Some strong contrasts** – wealthy areas (e.g. Wilmslow) and pockets of deprivation (e.g. Crewe).
- **Significant Growth Hotspot** - Cheshire East is one of very few economic growth 'hotspots' outside London.



1. CONTEXT: GOVERNMENT POLICY

National Guidance and Policy Context

- **Considerable published advice and guidance on public sector management of property assets** eg *Hot Property – Getting the Best from Local Authority Assets* 2000), and 2009 (*Room for Improvement – Strategic Asset Management in Local Government* 2009) - National Audit Commission; *Building on Strong Foundations – A Framework for Local Authority Asset Management* (2008) - CLG.
- **Quirk Review (2007)** – encourages more community management and ownership of public assets.

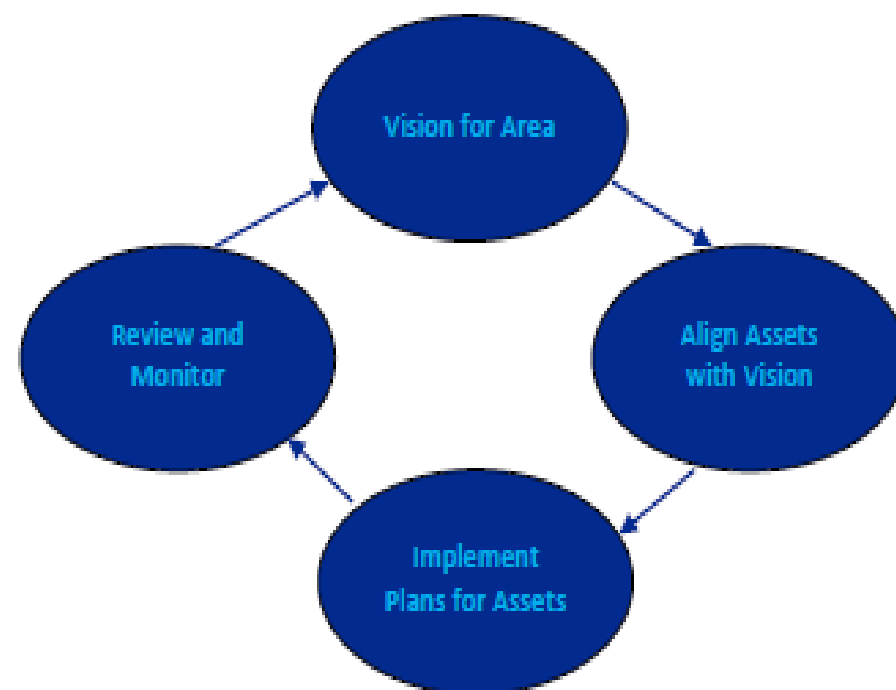
Consistent messages which run through almost all of the research and guidance from Central Government:

- **Improve their knowledge of their estates** and their partner's estates.
- **Identifying areas for improvement** and learn from other Councils.
- **Review property holdings** and **reduce them where possible**.
- **Motivate service managers** who occupy property to use it economically.
- **Develop the capacity** needed to bring about change.
- **Collaborate** with local partners
- **Seek opportunities** presented by the recession such as acquiring property at reduced prices and employing high calibre staff.

1. CONTEXT: UNDERTAKING ASSET REVIEWS

Approach to Asset Review:

1. Vision for the Area <ul style="list-style-type: none"> Review annually Statutory Requirements Corporate Council Plan 	2. Align Assets to Vision <ul style="list-style-type: none"> Work with partners/cross boundaries Consider who is best placed to run and maintain asset Consider approach for under used or poorly aligned assets Work with partners
4. Review & Monitor <ul style="list-style-type: none"> Gather and analyse data Benchmark performance of assets Review overall performance 	3. Implement Plans for Assets <ul style="list-style-type: none"> Consider financial options for acquisition of assets Dispose – or release – assets not meeting strategic vision or best value Maintain and adopt existing assets



1. CONTEXT: CORPORATE PLAN



1. CONTEXT: THE COUNCIL'S THREE YEAR PLAN

Cheshire East Three Year Plan 2013 – 2016

Priorities:

Clear outcomes articulated through Three Year Plan:

- **OUTCOME 1** – 'Our local communities are strong and supportive'
- **OUTCOME 2** – 'Cheshire East had a strong and resilient economy'
- **OUTCOME 3** – 'People have the life skills and education they need to thrive'
- **OUTCOME 4** – 'Cheshire East is a green and sustainable place'
- **OUTCOME 5** – 'People live well and for longer'
- **OUTCOME 6** – 'Cheshire East is a good place to live'

- **Local economic development**
- **Development affordable and sustainable local models of care** for vulnerable children and adults
- **Focusing services on early intervention and prevention**
- **Responding to the changing education** and learning environment
- **Securing housing that is locally-led**, community based and that meets local needs
- **Redefining the Council's role** in core place-based services
- **Service Efficiencies / Redefining the Corporate Core**
- **Workforce planning**

Clear links between use of property and achieving Three Year Plan priorities and outcomes - series of programmes set out to achieve the Corporate Plan.

1. CONTEXT: ASSET MANAGEMENT PLANS

Cheshire East Asset Management 2009 – 2014

- **Provides clear principles, aims and objectives** as to how the Council will approach use of property.
- **Identifies Specific Property issues as at 2009** – *schools, Children's Social Care Establishments, Adults with Learning Disabilities/ physical and sensory Disabilities / Mental Health Needs, Community Wellbeing, Community support Centres, Libraries, registration, Depots, Passenger Driver Bases, Regeneration, Waste, Recycling Centres, Office accommodation.*

Corporate Asset Management Plan 2011 – 2014

- **Detailed document with many potential initiatives.** Limited explanation as to how these will be taken forward
- **Lists three Corporate Priorities:**
 1. Sustainable Communities Strategy
 2. The Corporate Plan
 3. Dealing with Financial Constraints
- **Reviews Specific Property issues as at 2011** – continued reflection of issues previously identified in 2009.
- **Housing need / delivery given high profile.**

1. CONTEXT: WIDER CONSIDERATIONS

Growth Plan -*Engine of the North : Timing is Right*

In 2030 the economy of East Cheshire will have changed significantly, including:

- **High growth and high value growth** in key economic sectors
- Continued **growth on the number of HQ operations** and employees operating locally
- Attracted, started and growth of the number of HQ operations and employees operating locally
- Maintained as an important destination role for higher value occupational profiles
- **Preferred location for inward investment**
- **Increased investment in town centres**
- **No.1 location for Life Science businesses in the north** through major new investment in a Bio Science Park at Alderley Park
- Greatest level of Superfast Broadband coverage in the Region

Economic Growth is one of the Council's top priorities

The Vision, Strategy and Implementation Plan sets out priorities for high-quality and high-value growth:

Priority 1 (Productive and Competitive Business)

Including: Alderley Park; Basford East (including Basford Innovative Centre); Basford West, Crewe; Cheshire Green Employment Park, Wardle; Junction 16 / Radway Green, Capricorn Employment Site, Sandbach; University Technical College, Crewe, Deep GeoThermal energy project; HS2 Including Crewe Rail Gateway; Advanced Engineering Technology Hub.

Priority 2 (Inward Investment and Business Development)

Including: A51 / A500 Strategic Corridor; A534 Sandbach – Congleton, A536 Congleton – Macclesfield; Sustainable Urban Extension including Handforth East; Major Housing Delivery Sites; Crewe Town Centre, Macclesfield Town Centre / SMDA, A556 Investment, Tatton Vision Programme of Investment.

Priority 3 (Creating the Conditions for Sustainable Growth)

In addition, key housing development schemes highlighted

Lots of priorities & projects – and links with property.

1. CONTEXT: WIDER CONSIDERATIONS

Regional and Local Policy Context:

- **Local Plan - Submission Version 2014** – 27,000 new homes by 2030. 31 Strategic Sites. 20,000 jobs in longer term
 - **Investment Peer Challenge** – describes Council's delivery approach to its high growth strategy..
 - **Macclesfield Heritage and Cultural Strategy** – maximising use of heritage buildings. Proposed Sale of Registry Office.
 - **Cheshire and Warrington LEP: Strategic Economic Plan (2014)** – 'Crewe High Growth City' is a key Intervention Priorities + Science Corridor
 - **All Change for Crewe** – contains series of regeneration initiatives, especially for town centre (see also 'High Growth City').
 - **Health Impact Assessment Policy** – requires major new initiatives to be assessed for their impact on health.
 - **Customer Contact Operation** - Moving toward digital contact solutions.
 - **Energy Strategy (emerging)** – examine use of Council assets to generate savings / value through energy creating mechanisms. A cross cutting initiative.
 - **East Cheshire Council** – A 'Commissioning Authority' model.
- Number of arms' length companies** – ANSA, ESAR, Orbitas, Tatton Park, Engine of the North, Co-socious, Everybody SRT, TSS Ltd.

(further to be added)

1. CONTEXT: PORTFOLIO OUTLINE

Council's property portfolio composition:

- Operational Assets (major) – 625
- Farms – 20 estates / 5,104 acres / 66 tenanted farms.
- Non-Operational Assets:
 - 137 Categorised non-operational assets (investment)
 - 1,867 land packets

Major Operational Assets (ex Education)

Allotment	19	Markets	6
Business Generation Centres	3	Museums & Galleries	2
Business Parks, Centres & Offices	1	Nurseries	1
Cemetery & Crematoria	10	Nursing Homes & Residential	3
Children's centre	12	Offices	8
Closed land fill site	3	Parking services	113
Community centre & public Halls	8	Public Convenience	16
Community Parks & open Spaces	30	Public Transport	4
Countryside recreation & Management	22	Special Education	1
Day Care Centres	10	Sport and Recreational Facility Indoor	16
Depots	7	Sport and Recreational Facility Outdoor	139
Family Support Services	3	Supported Accommodation	4
Heritage	2	Theatres and Entertainment	1
Homelessness	1	Tourism & Visitor Economy	1
Household Waste Collection	7	Traveller Sites	1
Industrial Unit Blocks	10	Youth Advisory Services	5
Libraries	18	Youth Centre	2
Looked after Children	3	Youth Justice	3

2. FUTURE DRIVERS



2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Allotments	<ul style="list-style-type: none"> 19 Sites. Locations: Alsager, Macclesfield, Alderley Edge, Wilmslow 	<ul style="list-style-type: none"> Increasing interest in self sufficiency. Statutory allotments. Already programme of allotments being transferred to Parish Council (e.g. Alderley Edge), Town Councils and Community Groups.
Business Operation Centres	<ul style="list-style-type: none"> 2 sites. Locations: Sandbach and Crewe. Perhaps unlikely to appeal to high growth / high value businesses 	<ul style="list-style-type: none"> Economic growth 'a council priority'. Ability to foster high value/high growth emerging businesses requires higher quality buildings/setting - and in right locations. Consider the role of the council as facilitator in addition to Landlord approach: High quality service support

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Business Parks Centres and Offices</i>	<ul style="list-style-type: none"> 1 site. Location: Crewe Business Park 	<ul style="list-style-type: none"> Economic growth 'a council priority'. Links to other economic strategies
<i>Cemetery & Crematoria</i>	<ul style="list-style-type: none"> 10 sites. Located throughout council area. Orbitas act as council agents for bereavement service, but no buildings transferred. 2 crematoria have been upgraded. 	<ul style="list-style-type: none"> Additional cemetery need typically demonstrated via assessment. Increasing population [esp. elderly] Additional requirement for Crewe identified.
<i>Children's Centres</i>	<ul style="list-style-type: none"> 12 Sites. Locations: Crewe (4), Congleton, Knutsford, Macclesfield (3), Nantwich, Sandbach, Wilmslow Some linked to schools. 	<ul style="list-style-type: none"> Move toward service delivery in community and promotion of self-sufficiency- linked with Community Hubs Scope for schools to provide out of hours services? [Surplus?] space passed to schools? Crewe. Overall strategy to provide services in the Community and reduce building need and cost asset base.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Closed Landfill Site</i>	<ul style="list-style-type: none"> 3 sites. Macclesfield land fill site closed in June 2014 – number of others have closed in recent years Interim contract to 2016 with Staffordshire Council for use of land fill site Current approach to seek sustainable waste solution 	<p>Move to utilise best waste disposal opportunities available in region, including capacity created in neighbouring Authorities</p>
<i>Community Centres and Public Halls</i>	<ul style="list-style-type: none"> 5 sites. Locations: Congleton, Macclesfield (3), Crewe Current strategy to pass ownership of community buildings to: <ol style="list-style-type: none"> Town/Parish Councils or Community group. 	<ul style="list-style-type: none"> Potential for new community hubs to offer modern space Understanding of outcome of recent transfer strategy to Parish / Town Councils -

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Community Parks & Open Spaces</i>	<ul style="list-style-type: none"> ▪ 30 sites. ▪ Locations: in most main centres save for Knutsford ▪ ANSA manage grounds. ▪ Local Plan sets requirements for open space. ▪ Strategy to transfer assets to relevant community groups, where appropriate. 	<ul style="list-style-type: none"> ▪ Strong links to Corporate Strategy: Green and futuristic: people live well. ▪ Parks Strategy being drafted. Due for consultation. Key thrust is invest to maintain. ▪ Growing transfer of assets
<i>Countryside Recreation & Management</i>	<ul style="list-style-type: none"> ▪ 22 sites 	<ul style="list-style-type: none"> ▪ Captured in above strategy for <i>Community Parks and Open Space.</i>

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Day Care Services	<ul style="list-style-type: none"> 10 sites: located in most main centres Traditional day care models used in some establishments, 	<ul style="list-style-type: none"> Creation of new integrated health and care models. Strategy to direct customer to right services/service level – greater self sufficiency
Depots	<ul style="list-style-type: none"> 7 sites. Locations: Knutsford (3), Crewe, Macclesfield, Congleton, Wardle. Main / large depots are Macclesfield (Commercial Road) and Crewe (Pyms Lane). Multi-functional – household recycling, depot, vehicle parking and maintenance, offices. Pyms Lane has number of poor quality buildings. 	<ul style="list-style-type: none"> Waste Strategy: Review to rationalise the number of depots being undertaken: <ul style="list-style-type: none"> central depot and spoke arrangements Population growth will increase demands on depot sites – cognisant of need to build in depot capacity to meet future needs.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Family Support Services	<ul style="list-style-type: none"> 3 sites. Locations: Crewe, Macclesfield, Sandbach 	<ul style="list-style-type: none"> Possible link to community hubs Affordable / sustainable local models of care, early intervention and prevention and service efficiencies are key corporate strategies.
Heritage	<ul style="list-style-type: none"> 2 Sites. Tatton Park Enterprises Ltd – catering, but no transfer of assets 	<ul style="list-style-type: none"> Links to Macclesfield town centre strategy Build upon Tatton Park's status as a premier heritage location.
Homelessness	<ul style="list-style-type: none"> 1 site Location: Macclesfield Current building (Rose Street, Macclesfield) Council has statutory responsibility for homeless. 	<ul style="list-style-type: none"> Statutory responsibility Investigate new service delivery models

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Household Waste Collection	<ul style="list-style-type: none"> 7 sites. Locations: across district; 3 in Macclesfield ANSA manage waste. 	<ul style="list-style-type: none"> Increased demands due to population rise. Possible synergies with other depot activities
Industrial Unit Blocks	<ul style="list-style-type: none"> 10 sites. Locations: Congleton, Middlewich (2), Sandbach (2), Crewe (5) Cheshire is one of very few business growth 'hotspots' outside London. 	<ul style="list-style-type: none"> Economic growth 'a council priority'. Review if current buildings/premises meet future corporate business plan objectives.
Libraries	<ul style="list-style-type: none"> 16 sites. Locations: across district; 5 in Macclesfield High use of libraries: very high customer satisfaction rate. New library in Crewe Lifestyle Centre. 	<ul style="list-style-type: none"> Links to corporate objectives of changing education / learning environment and service efficiencies. Broaden role and appeal of libraries with link to community hubs? Clustered services. Commitment to retain libraries. strategy Deliver modern library service – concept to be developed

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Looked after Centres</i>	<ul style="list-style-type: none"> ▪ 3 sites. ▪ Locations: Crewe (2) Macclesfield 	<ul style="list-style-type: none"> ▪ Links to corporate objectives of affordable / sustainable local models of care, early intervention and prevention and service efficiencies
<i>Corporate Offices</i>	<ul style="list-style-type: none"> ▪ 8 sites. ▪ Significant rationalisation already occurred (34 to 8 offices). ▪ Also to move out of leased properties; Dalton House (Middlewich – holding over), Riverside (Sandbach - mid 2015). ▪ Majority of services then held in three key, well located centres to meet community needs. 	<ul style="list-style-type: none"> ▪ Links to Corporate objectives of redefining the Council's role and corporate core, workforce planning and service efficiencies. ▪ Agile Working Strategy, modern ICT systems and customer contact review / digital initiative will have future bearing on office space needs ▪ Developing new frontline delivery models ▪ Cross over with Energy strategy and possible savings / revenue

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Parking Services (car parks)</i>	<ul style="list-style-type: none"> ▪ 113 sites. ▪ Located throughout district. 	<ul style="list-style-type: none"> ▪ Range of considerations to be made to determine future car parking strategy: <ol style="list-style-type: none"> 1) Accessibility. 2) Income to Council. 3) Sustainability issues. 4) Political and Community influences. 5) Reservation opportunities
<i>Public Conveniences</i>	<ul style="list-style-type: none"> ▪ 16 sites. ▪ Locations: Many in Macclesfield (6) and Wilmslow (4); one in Crewe. 	<ul style="list-style-type: none"> ▪ Scope to rationalise where significant provision of services
<i>Public Transport</i>	<ul style="list-style-type: none"> ▪ 4 sites. ▪ Location: Crewe (2), Macclesfield, Knutsford 	<ul style="list-style-type: none"> ▪ Possible scope to investigate public transport depot rationalisation as part of wider depot review

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Sport and Recreation Facility Indoor</i>	<ul style="list-style-type: none"> ▪ 16 sites. ▪ Locations: Congleton, Crewe (4), Macclesfield, Nantwich, Wilmslow ▪ Some leisure centres are jointly used with schools. ▪ 13 leisure centres leased out to ESAR – Charitable Trust which runs all services 	<ul style="list-style-type: none"> ▪ Seek better ways of managing cost apportionment and repairs under contract. ▪ Scope to rationalise leisure facilities –as per Crewe. Possible rolling programme of improvements and rationalisation to provide service improvements and cost savings.
<i>Sport and Recreation Facility Outdoor</i>	<ul style="list-style-type: none"> ▪ 139 sites. ▪ Located throughout district. ▪ Maintenance of grounds by ANSA 	<ul style="list-style-type: none"> ▪ Continued maintenance of sites by ANSA. ▪ Where new outdoor facilities are proposed, S106 Agreement need to be cognisant of future Council obligations and associated costs.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Supported Accommodation</i>	<ul style="list-style-type: none"> ▪ 4 sites [6 in list]. ▪ Locations: Congleton, Crewe, Macclesfield, Knutsford, Middlewich, Wilmslow ▪ Services provided are intended to meet accommodation needs such as young people and mental health support needs. 	<ul style="list-style-type: none"> ▪ integrated health and care models. ▪ Strategy to direct customer to right services/service level – greater self sufficiency
<i>Theatres and Entertainment</i>	<ul style="list-style-type: none"> ▪ 1 site. ▪ Location: Lyceum Theatre, Crewe ▪ Lease to HQ ▪ Supports town centre diversity/economy ▪ Theatre located in Crewe town centre regeneration area 	<ul style="list-style-type: none"> ▪ Diversity of town centre uses (e.g. retail, leisure, culture) expected to be a continuing theme in town centre regeneration.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Tourism and Visitor Economy</i>	<ul style="list-style-type: none"> ▪ 2 sites. ▪ Locations: Macclesfield, Congleton 	<ul style="list-style-type: none"> ▪ Support for town centres and heritage/tourism role.
<i>Markets</i>	<ul style="list-style-type: none"> ▪ 6 sites. ▪ Locations: Congleton, Crewe (2), Macclesfield (2), Wilmslow ▪ Markets transferred to Town Councils in Macclesfield and Wilmslow 	<ul style="list-style-type: none"> ▪ Important role in diversification of town centres. ▪ Assist in the delivery of Macclesfield and Crewe regeneration.
<i>Museums and Galleries</i>	<ul style="list-style-type: none"> ▪ 2 sites. ▪ Locations: Crewe, Nantwich 	<ul style="list-style-type: none"> ▪ Meeting cultural needs of population.
<i>Nurseries</i>	<ul style="list-style-type: none"> ▪ 1 site. ▪ Location: Westminster, Crewe 	<ul style="list-style-type: none"> ▪ Potential cost savings via disposal to private operator
<i>Nursing & Residential Homes</i>	<ul style="list-style-type: none"> ▪ 3 sites. ▪ Locations: Congleton, Crewe, Macclesfield 	<ul style="list-style-type: none"> ▪ Current review of day care centres being undertaken - Strategy to direct customer to right services/service level – greater self sufficiency
<i>Travellers' Sites</i>	<ul style="list-style-type: none"> ▪ 1 site. ▪ Location: Congleton 	<ul style="list-style-type: none"> ▪ Statutory requirement – unlikely to change in the foreseeable future.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Youth Advisory Centres	<ul style="list-style-type: none"> 3 sites. Locations; Crewe, Macclesfield, Wilmslow. 	<ul style="list-style-type: none"> Strategic links with council objectives for affordable / sustainable local models of care; Early intervention and prevention; Service efficiencies <ol style="list-style-type: none"> Community/mobile outreach. Links to new community hubs model
Youth Centres	<ul style="list-style-type: none"> 2 sites. Locations: Knutsford, Middlewich 	<ul style="list-style-type: none"> Strategic links with council objectives for affordable / sustainable local models of care; Early intervention and prevention; Service efficiencies <ol style="list-style-type: none"> Community/mobile outreach. Links to new community hubs model
Youth Justice	<ul style="list-style-type: none"> 2 sites. Locations: Macclesfield, Northwich 	<ul style="list-style-type: none"> Use of pre-crime prevention to identify children / young people at high risk of offending and help them to avoid entering Youth Justice System. <ol style="list-style-type: none"> Community/mobile outreach. Links to new community hubs model

2. FUTURE DRIVERS: NON OPERATIONAL (FARMS)

Category	Current Position	Future Drivers
Farms	<ul style="list-style-type: none">▪ 20 Estates / 5,104 acres.▪ Joint operational management for East and West Cheshire▪ detailed business strategy (2012)	<ul style="list-style-type: none">▪ Potential of land to contribute to wider strategies – housing land, waste management, energy strategy.▪ Increasing Farm size to be more financially sustainable (current strategy)

2. FUTURE DRIVERS: NON OPERATIONAL (BUILDINGS)

Comments: 137 assets. Very diverse mix of assets from Investment to Surplus Land and Buildings. .

Breakdown of investment termed property categories (82 properties)

'Investment' Type	No. of Assets
Residential	6
Garage	36
Sport and Youth	22
Retail and Office	17
Agriculture	1

Income return for assets still to be determined.

Non-operational assets also include surplus land and buildings, and those for sale. Process for agreement to release surplus assets for sales to be clarified. Significant value tied up in assets deemed surplus or for sale

2. FUTURE DRIVERS: NON OPERATIONAL (LAND)

Comments:

- 1,971 land packets.
- 77 sites are between 0.50 and 1 hectare; 99 sites are greater than 1 hectare. Remainder below 0.5 ha.
- Likely to be held for range of uses – highways, agricultural, public open space.
- Possible for land holdings to contribute to Corporate Objectives: locally led housing, local economic development
- Many will not be suitable for development (say due to size / layout, planning restrictions, location, market demand); however, others may.

3. SCOPING AND INITIAL ANALYSIS



3. SCOPING AND INITIAL ANALYSIS

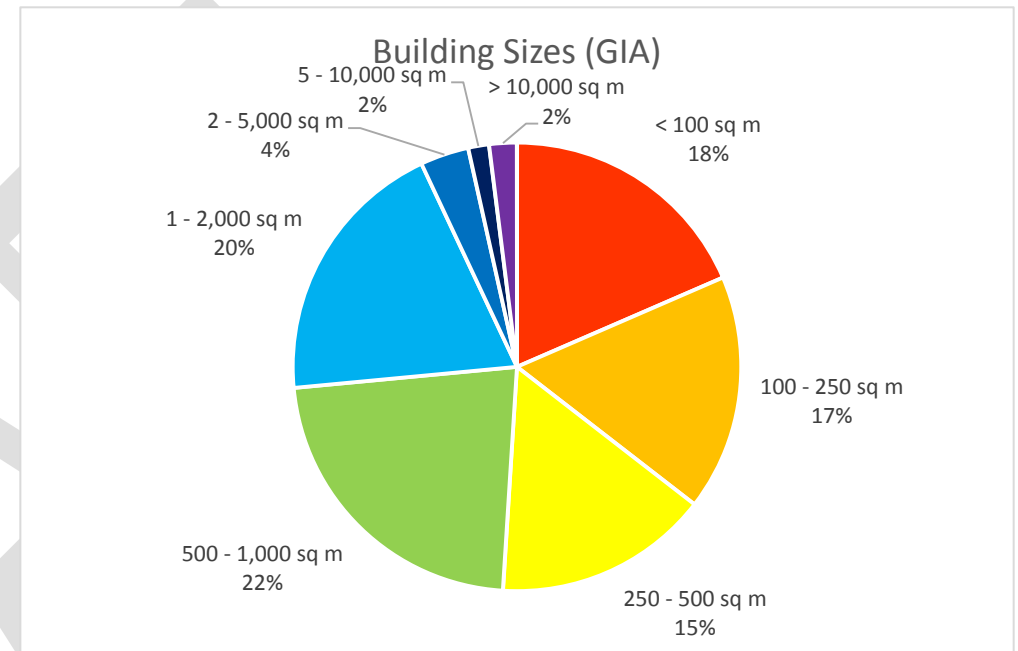
Building Size Analysis

We have sought to undertake analysis of the property portfolio floor areas, which are available for 200 properties, on a gross internal basis.

- 50% of assets have a floor area of less than 500 sq m
- 4% have a floor area greater than 5,000 sq m
- Largest building is Prosperity Court – 27,274 sq m

Analysing some specific uses we would comment as follows in respect of building sizes –

- Children's Centres – 205 to 1,344 sq m (ave. 430 sq m)
- Day Care Centres – 425 to 1,238 sq m (ave. 867 sq m)
- Libraries – 35 to 1,782 sq m (ave. 635 sq m)
- Offices – 341 to 10,109 sq m (ave. 3,550 sq m)
- Youth Advisory – 303 to 880 sq m (ave. 793 sq m)
- Youth Centre – 229 to 355 sq m (ave. 280 sq m)



3. SCOPING AND INITIAL ANALYSIS

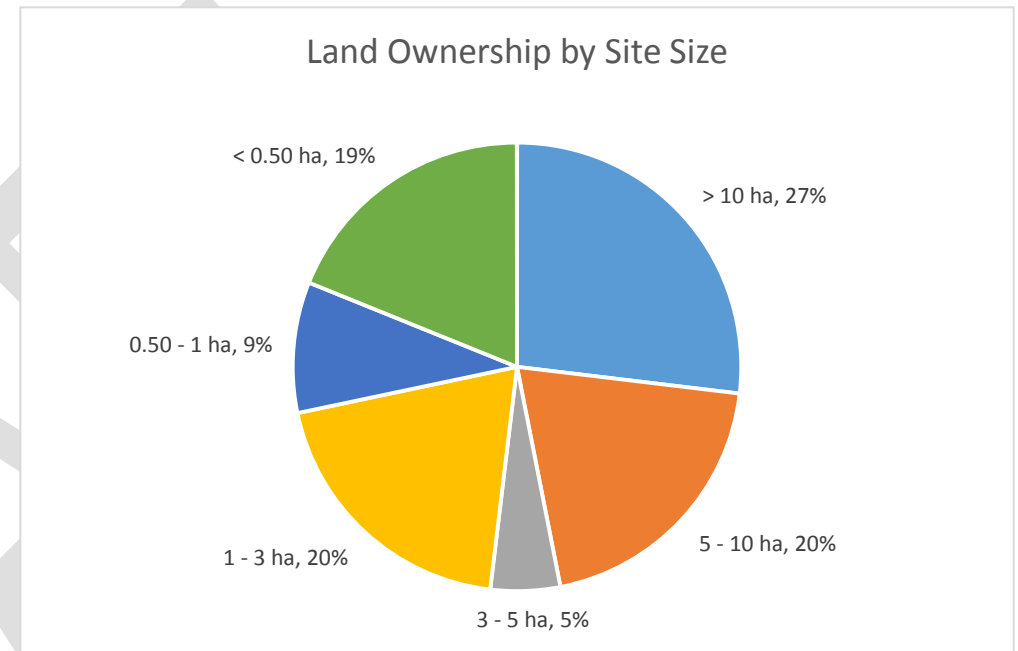
Land Holding Analysis

Cheshire East Council own a total of 1,971 Looking at the sites for which we have areas we can comment as follows -

- 1,498 sites are smaller than 0.50 hectares
- 77 sites are between 0.50 and 1 hectare
- 99 sites are greater than 1 hectare

From the site areas provided we calculate that Cheshire East Council owns 579 hectares of land across 1,674 sites (average 0.35 hectares).

- Over 50% of the Council's land holdings (301 ha) are held in sites greater than 3 hectares in size
- 27% of all land (156 ha) in parcels of 10 hectares or more with an average site size of 19.5 hectares.
- Sites over 1 hectare account for 72% (415 ha) of the Council's ownership.



3. SCOPING AND INITIAL ANALYSIS

Income

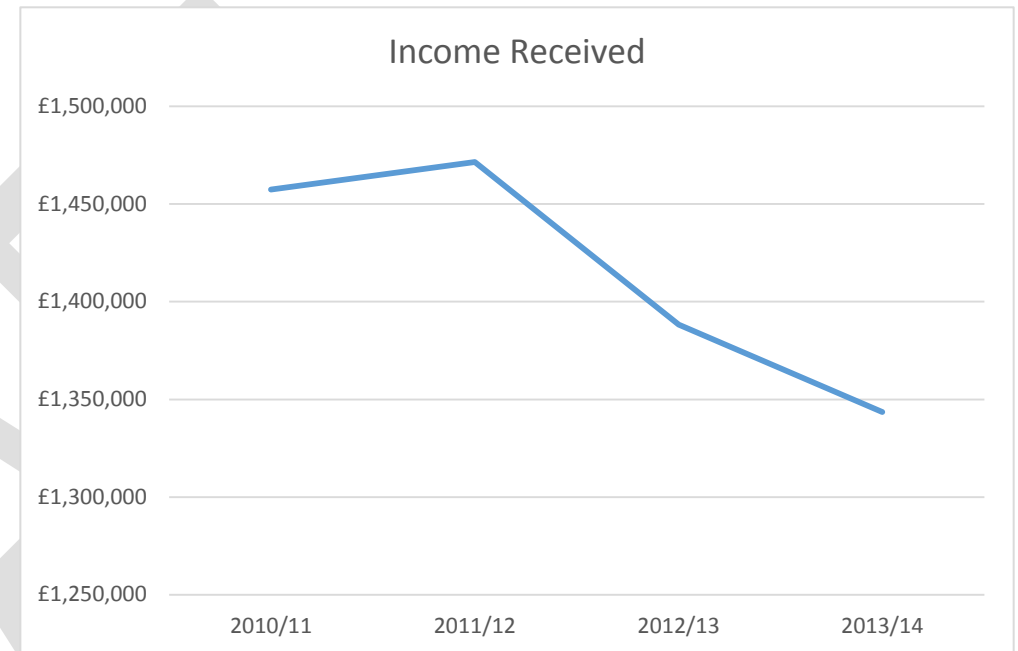
As part of the initial analysis we have collated data in respect of rental income received by Cheshire Council.

This income comes from a range of assets including offices, industrial, retail, leisure and agriculture.

Over the past couple of years the income received by the Council has declined from £1.47m in 2011/12 to £1.34m in 2013/14.

These figures exclude assets added in 2013/14 to enable a like for like comparison between previous years income.

a more detailed analysis of contracted income will be undertaken to enable development of cashflows projecting the Council's potential rental receipts in the future.



4. WHAT IS SUCCESS?

suc•cess

(sək-sēs') *n.*

**1. The achievement
of something
desired.**

4. WHAT IS SUCCESS?

Dependent on the action plan / delivery plan, but could link to:

Operational

1. **Adopting space planning benchmarks.** Offices, for example have a standard of 12 sqm per FTE
2. Cost of managing and maintaining building accommodation per person (benchmarked against previous year with potential targets set for reductions)
3. Energy Costs (benchmarked against previous year with potential targets set for reductions)

Economic Development

1. **The number and value of planning permissions** secured using Council assets
2. **The number of housing units and commercial floorspace delivered** using Council assets
3. **Extent to which agreed actions have taken place** to progress toward meeting economic development objectives

Investment

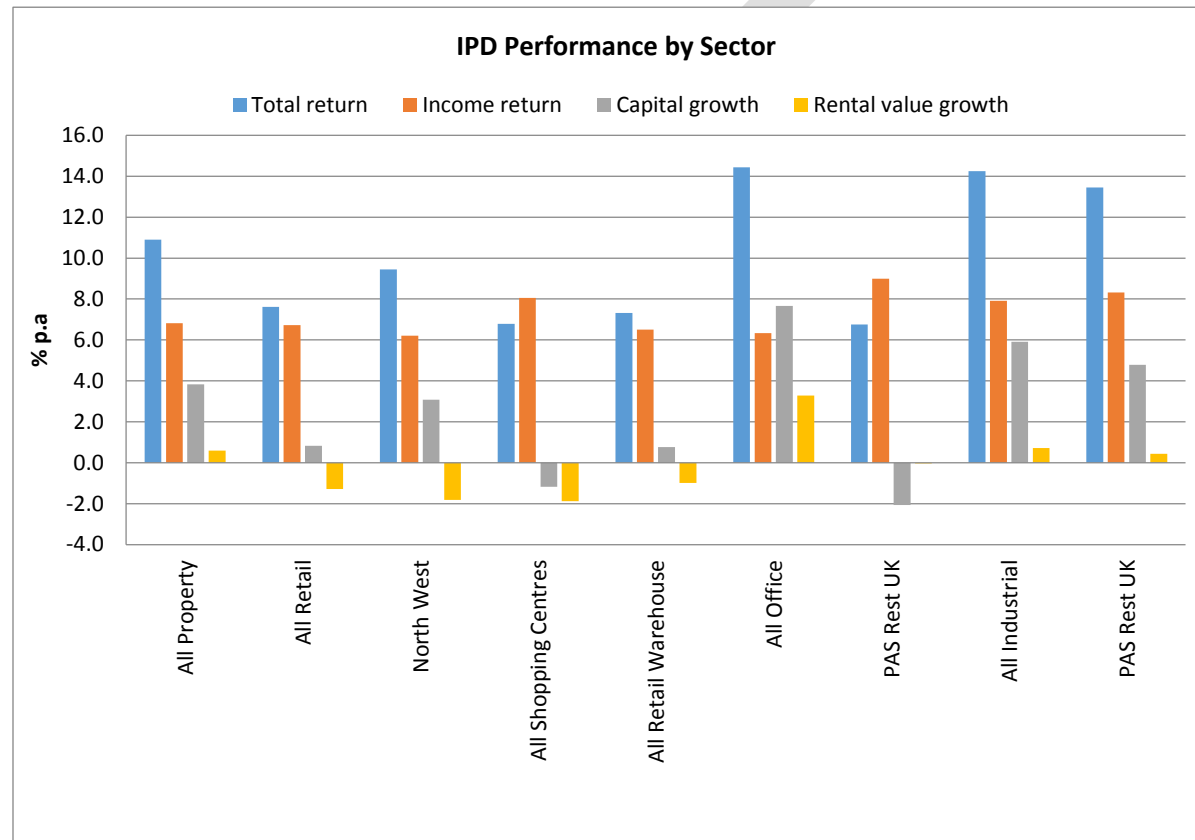
1. **The overall return from the investment portfolio.** Benchmarked against previous year / growth targets / IPD national returns: updated annually to reflect changes in the property market. Possibly by sector, but more challenging given the relatively small investment portfolio which the Council holds.

Other

1. Number of sales of surplus assets
2. Capital receipts generated by surplus sales
3. Acquisitions made.

Success 'measures' need to be realistic, linked to corporate plan and clear timeframes.

4. WHAT IS SUCCESS?



5. NEXT STEPS



5. NEXT STEPS

More to be done.....

- Further financial analysis of portfolio – especially investment portfolio – as data allows
- Consider cost / expenditure issues
- Begin to review larger land parcels for development (or other) potential
- Review Council offices - and how to generate efficiencies
- Consider (re)categorisation of assets.
- Moving toward the preparation of the Strategic Asset Management Plan and Delivery Plan.



FORWARD PLAN TO 28 FEBRUARY 2015

This Plan sets out the key decisions which the Executive expect to take over the four month period indicated above. The Plan is rolled forward every month. Key decisions are defined in the Councils Constitution as:-

“an executive decision which is likely –

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

For the purpose of the above, savings or expenditure are “significant” if they are equal to or greater than £500,000.”

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

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

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

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

This Forward Plan also provides notice that the Cabinet may decide to take a decision in private. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 days notice must be given of any decisions to be made in private by the Cabinet, with provision for the public to make representations as to why they should be made in public. In these cases Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the meeting setting out any

representations received about why the meeting should be held in public with a response from the Leader and the Cabinet.

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

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

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

Paul Mountford, Democratic Services Officer paul.mountford@cheshitreeeast.gov.uk

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 day rule for publication of notice of a key decision or intention to meet in private the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provides for urgent key decisions to be made. Any decision made in this way will be published for these in the same way.

Forward Plan to 28 February 2015

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-15 Fostering Capacity Scheme	To approve proposed amendments to the Council's Foster Carer Capacity Scheme. The amendments will ensure equity of response to all carers under the scheme.	Cabinet Member for Safeguarding Children and Adults	October 2014		Julie Lewis	No
CE 14/15-6 Macclesfield Movement Strategy	To approve the scope and timescale for the completion of a 'Macclesfield Movement Strategy', including early prioritisation of schemes and allocation of budget provision for their delivery.	Cabinet	14 Oct 2014		Paul Griffiths	No
CE 14/15-13 Cheshire East Waste Strategy 2030	To adopt the waste strategy to 2030 which is based on the Environment PDG and Cabinet approved high level objectives, and consulted on with members of the public and local interest groups.	Cabinet	14 Oct 2014		Ralph Kemp	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-16 Cheshire East Energy Supply Company	<p>To approve the selection of the preferred bidder identified through the competitive dialogue procurement process to appoint a delivery partner.</p> <p>To delegate the decision to award the contract to officers in consultation with the relevant Portfolio Holder.</p>	Cabinet	14 Oct 2014			Yes - para 3
CE 14/15-25 Hurdsfield Community Hub	<p>To agree that it is appropriate to utilise the original allocation of £995K to redevelop Hurdsfield as both a family centre and a community hub (within the physical restrictions of the site).</p> <p>To authorise the Head of Communities and the Principal Manager – Early Help to proceed with the commissioning of the necessary capital works subject to a robust detailed business case being endorsed.</p>	Cabinet	14 Oct 2014		Stephanie Cordon, Head of Communities	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 13/14-58 Crewe Deep Geothermal Energy Project	To note the outcomes of the viability studies as endorsed at the meeting on 22 nd July 2013.	Cabinet	11 Nov 2014			No
CE 14/15-4 Alternative Service Delivery Vehicles and Pensions Issues	To determine whether the Council wishes to close access to the Local Government Pension Scheme for new employees of its Alternative Service Delivery Vehicles and instead enrol them in an alternative defined contribution scheme. If agreed, to authorise officers to take all necessary actions to implement the proposal.	Cabinet	11 Nov 2014			TBC
CE 14/15-7 Poynton Relief Road - Preferred Route Announcement	To approve and protect a preferred route, and to approve ongoing development of the scheme to support a planning application.	Cabinet	11 Nov 2014		Paul Griffiths	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-10 Crewe Northern Growth Corridor and Sydney Road Bridge - Highway Capacity Improvements along the Corridor, including Additional or Replacement Bridge	Strategy of highway improvements from Crewe Green to the A530 to support Local Plan strategic site allocations and committed sites. Decision on preferred option for the structure at this location; authority to forward fund developer contributions and increase CEC contribution; own and maintain a new/modified structure at this location; approve procurement/delivery strategy and grant authority, if required, to enter into agreement /contract with Network Rail Infrastructure Projects for the delivery of the scheme; authority to implement procurement strategy for the delivery of this scheme; commence negotiations for 3 rd party land required to deliver the scheme and if necessary to implement a compulsory purchase order; take all other necessary actions to implement the proposal.	Cabinet	11 Nov 2014		Andrew Ross	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-11 Homeless Strategy 2014-17	<p>To authorise the officers to begin a six week consultation phase with the public and professionals, internally, externally and in all sectors (including voluntary and third sector), on the proposed Homeless Strategy, commencing at the end of July 2014. The consultation will be authorised by the Portfolio Holder for Housing and Jobs on 28th July 2014.</p> <p>Subject to the outcome of the consultation, Cabinet on 14th October 2014 will be asked to approve the Homeless Strategy for adoption.</p>	Cabinet	11 Nov 2014			No
CE 14/15-12 Footpath 53, Step Hill, Macclesfield	To consider the options for the remedial works required to enable the reopening of Footpath 53, Step Hill, Macclesfield which has been closed for a number of years and to authorise the officers to take all necessary actions to implement the agreed way forward.	Cabinet	11 Nov 2014		Denise Griffiths	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-14 Macclesfield Town Centre Housing Strategy	To decide whether to approve and adopt the strategy in light of the public consultation outcome, and to authorise the officers to implement all associated actions and initiatives.	Cabinet	11 Nov 2014	There will be a public consultation exercise in July, the outcome of which will be reported to Cabinet.	Karen Carsberg	No
CE 14/15-21 Public Health Sexual Health Service Recommissioning	To grant delegated authority to the Director of Public Health and the Executive Director of Strategic Commissioning, in consultation with the relevant Portfolio Holders, to award a contract for Public Health Sexual Health Services.	Cabinet	11 Nov 2014		Lucia Scally, Manager of strategic Commissioning	No
CE 14/15-23 Development of Car Parking Cost Neutral Pricing Policy	To authorise the Head of Communities to develop a cost neutral car parking pricing policy by November 2014.	Cabinet	11 Nov 2014		Stephanie Cordon, Head of Communities	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-24 Highway Services Contract - Service Period Extension	<p>In accordance with the terms of the Highway Services Contract, to consider and decide on the possible award to Ringway Jacobs of an extension to the service period of one or two years.</p> <p>Additionally, to authorise officers to take all necessary actions to implement the proposed outcome.</p>	Cabinet	11 Nov 2014			No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-26 Congleton Link Road - Updated Position and Refinements to Preferred Route	<p>To agree modifications and refinements to the published preferred route for Congleton Link Road and linking spur roads to Radnor Park and Congleton Business Park. Approve that the necessary steps are taken to protect the updated preferred route from future development including introducing the necessary modifications to the submission draft of the Local Plan Core Strategy at the earliest opportunity. To note that the revised route will not significantly affect the cost of the scheme.</p> <p>To note that the proposed boundaries of the 'strategic locations' as set out in the submission draft of the Core Strategy will be allocated in the local plan. To update members on project timescales. To authorise officers to continue on the development of the scheme on the same basis as the current preferred route.</p>	Cabinet	11 Nov 2014		Paul Griffiths	No

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE14/15-18 Cheshire Homechoice - Allocation Policy Review	<p>To approve the final version of the Cheshire Homechoice Policy for adoption and authorise officers to take all necessary steps to implement the revised Housing Allocation Policy.</p> <p>Cheshire Homechoice is the Choice Based Lettings Partnership between Cheshire East Council and Registered Providers who allocate Social Housing in Cheshire East.</p>	Cabinet	9 Dec 2014		Karen Carsberg	
CE14/15-19 Planning (Building Control) Alternative ASDV	To seek approval to go with the preferred option for the delivery of the Planning Service and authorise officers to take all necessary actions to implement the proposal, including the commencement of the Oracle build.	Cabinet	9 Dec 2014		Angela Davies	

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 14/15-1 Medium Term Financial Strategy 2015-18	To recommend Council to approve the Medium Term Financial Strategy for 2015-18, incorporating the Council's priorities, budget, policy proposals and capital programme.	Cabinet	3 Feb 2015		Alex Thompson	No

CHESHIRE EAST COUNCIL

REPORT TO: Jobs Regeneration and Assets Overview and Scrutiny Committee

Date of Meeting:	13 October 2014
Report of:	Democratic Services
Subject/Title:	Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2014 Work Programme, to consider the efficacy of existing items listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

- 2.1 That the work programme be received and noted.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Background and Options

- 6.1 In reviewing the work programme, Members must pay close attention to the Corporate Priorities and Forward Plan.
- 6.2 Following this meeting the document will be updated so that all the appropriate targets will be included within the schedule.
- 6.3 In reviewing the work programme, Members must have regard to the general criteria which should be applied to all potential items, including Task and Finish reviews, when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- Does the issue fall within a corporate priority

- Is the issue of key interest to the public
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation
- Is there a pattern of budgetary overspends
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service

6.4 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

7.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: James Morley
Designation: Scrutiny Officer
Tel No: 01270 686468
Email: james.morley@cheshireeast.gov.uk

Jobs Regeneration and Assets Overview and Scrutiny Committee Work Programme – 25 September 2014

Topic	Description /Comments	Responsible Organisation /Officer	Suggested by	Corporate Priority	Current Position (G/A/R)	Next Key Date
High Growth City Project	To form a task and finish group to contribute towards the Project for Crewe	Caroline Simpson	Chairman	Outcome 2 – Cheshire East has a strong and resilient economy	Committee established a task and finish group at September meeting. First meeting due to take place on 9 October	On Going
Draft Strategic Asset Management Plan	To examine and offer comment on the draft Plan	Caroline Simpson Julian Cobley	Committee	Outcome 2 – Cheshire East has a strong and resilient economy	Committee agreed to receive item in Sept, arrangements for meeting to be discussed with Officers	Agenda Deadline 3 October Meeting 13 October
Atrium System Demonstration	To receive a demonstration of how the Council's Atrium System for Asset Data Management works	Paul Mickleburgh Julian Cobley	Committee	Outcome 2 – Cheshire East has a strong and resilient economy	Committee agreed to receive a demonstration at September meeting	Agenda Deadline 3 October Meeting 13 October
Cheshire East Engine of the North	To monitor the performance of Engine of the North and whether it is delivering on its targets	Caroline Simpson	Committee	Outcome 2 – Cheshire East has a strong and resilient economy	Committee agreed to receive item, arrangements for meeting to be discussed with Officers	Deferred
					Green for on target	
					Yellow for deferred	
					Red for critical or significantly off target	

Possible Items to Monitor or consider at future Meetings

- End to End Planning Process Review
- Key Accounts with major Businesses within Cheshire East
- Cheshire Neighbours Credit Union – monitor progress of Finance PDG recommendations

Jobs Regeneration and Assets Overview and Scrutiny Committee Work Programme – 25 September 2014

Dates of Future Committee Meetings

22 September, 13 October, 24 November, 15 December, 12 January 2015, 9 February 2015, 12 March 2015

Dates of Future Cabinet Meetings

16 September, 14 October, 11 November, 9 December, 6 January 2015, 3 February 2015, 3 March 2015, 31 March 2015, 28 April 2015

Dates of Future Council Meetings

16 October, 11 December, 26 February 2015, 20 May 2015