

Cabinet Member for Regeneration and Assets Agenda

Date: Monday, 7th December, 2015

Time: 11.00 am

**Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ**

1. Apologies for Absence

2. Declarations of Interest

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

3. Public Speaking Time/Open Session

In accordance with Procedure Rules Nos.11 and 35 a period of 10 minutes is allocated for members of the public to address the meeting on any matter relevant to the work of the body in question. Individual members of the public may speak for up to 5 minutes but the Chairman or person presiding will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers. Members of the public are not required to give notice to use this facility. However, as a matter of courtesy, a period of 24 hours' notice is encouraged.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given.

4. Cheshire Skills and Growth Company ASDV (Pages 1 - 66)

To consider the creation of a Skills and Growth Company.

5. Electric Vehicle Charge Points - Wilmslow, Congleton and Nantwich (Pages 67 - 76)

To consider the installation of electric vehicle charging units.

For requests for further information

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CESHIRE EAST BOROUGH COUNCIL

Portfolio Holder Report

Date of Meeting: 07 December 2015

Report of: Caroline Simpson: Executive Director of Economic Growth and Prosperity

Subject/Title: Skills & Growth Company - ASDV

Portfolio Holder: Cllr Don Stockton

1. Report Summary

- 1.1. Total government investment in employment and skills provision in Cheshire East is estimated to be as much as £100 million annually, (excluding Higher Education). However, less than 1% of this investment is currently channelled through the council. Considering this investment, combined with both the changing landscape of skills policy and the opportunity for economic growth, it is timely to evaluate how best the Council's skills and growth services are delivered to ensure we are best placed to bring forwards investment, **create employment opportunities for all and to attract and grow business, creating high quality employment.**
- 1.2. At its meeting on 21 July 2015 Cabinet approved a service review and options appraisal to deliver an integrated skills & growth vehicle. It gave delegated authority to the Portfolio Holder for Regeneration and Assets, in consultation with other relevant Portfolio Holders, the Head of Legal Services and the Chief Operating Officer, to implement the outcome of the review.
- 1.3. The service review was completed and resulted in the preparation of a detailed business case for change. That business case was approved by the Portfolio Holder on 1 Sept 2015. However the council wishes to further review its requirements for Workforce Development and thus the Workforce Development has been de-scoped while a more detailed review of need and provision is completed. There remains an aspiration to deliver apprenticeship, leaderships and talent services commercially from the skills and growth ASDV. Therefore, should an opportunity arise from the review of Workforce Development, aspects

of the service may be brought into scope at a later date, but are excluded for the purpose of this business case.

- 1.4. In accordance with the delegation from Cabinet the revised business case reflecting these changes is to be considered, enabling the Portfolio Holder for Regeneration and Assets to make a fully informed decision about the creation of a Skills and Growth ASDV.

2. Recommendation

The Portfolio Holder is recommended to:

- 2.1. Exercise the authority delegated to him by Cabinet to consider and approve in consultation with other relevant Portfolio Holders, the Head of Legal Services and the Chief Operating Officer, the detailed business case (Appendix A) for the implementation of a council owned Skills & Growth company .
- 2.2. Implement the creation of a Skills and Growth company, authorise the necessary governance arrangements and the arrangements with other Council owned and controlled companies.
- 2.3. Give delegated authority to relevant Service Managers and Officers to undertake all necessary and consequential action arising from the above recommendations including, but not limited to, entering into any necessary contracts, consultation, loans, leases, licences, pension admission agreements and guarantees.

3. Other Options Considered

- 3.1. A detailed options appraisal has been completed (appended to the attached detailed business case) and this concluded that:
“..... the option of creating a single wholly owned company limited by shares is recommended as the way forward.”
- 3.2 The appraisal considered 8 different delivery models including a do-nothing approach.

4. Reasons for Recommendation

- 4.1. To tackle long-term unemployment, increase productivity of our business base and grow the Cheshire East economy there is a need to take a fresh approach to skills and growth. Ensuring there is an integrated and effective service meeting the needs of our employers, which is designed to ensure the best

employment and skills opportunities are available for all our residents and businesses, and will maximise our strengths for high growth employment opportunities particularly in science, energy, advanced manufacturing, technology, rail and engineering.

4.2. The new company will deliver a range of benefits to ensure we have a highly effective labour market and thriving economy, making Cheshire East the best place to live and work in the country. Focus will be placed on the following key outcomes:

- **To create employment opportunities for all** – providing opportunities for young people to access apprenticeships, training and jobs; supporting people into employment; developing skills, reskilling and upskilling; matching current and future labour market needs
- **To attract and grow business, creating high quality employment** – attracting investment; creating and safeguarding jobs; improving business productivity; supporting businesses to prosper, so growing the economy

4.3 The company's primary objective is to improve the prosperity of Cheshire East. It is forecast that over the first five years of operation the company will support the delivery of £500m growth in the local economy and £5m new income to the council in business rates. Operationally over the same time period it is forecast that the company will turn a predicted 'do-nothing' loss to the authority of £213k into a profit of £218k – a net improvement of £431k.

4.4 The services to be delivered by the company are expected to be those currently delivered by the following teams:

- Major Projects
- Business Engagement & Inward Investment plus Rural Enterprise
- 14+ Skills and Lifelong Learning*

(* NB: The inclusion of the Lifelong learning team is dependant of the successful completion of negotiations with the SFA in respect of 3rd tier contracting and RTO approval)

A list of the functions delivered by these teams is given in Appendix 2 of the business case and includes managing the delivery of key business growth projects such as Connecting Cheshire Broadband.

4.5 The Skills and Growth company will deliver a fully integrated model working closely with related council services (e.g. Youth Engagement Services, Supported Employment, and Schools services), other skills and growth service providers, businesses, young people, government and the Cheshire and Warrington LEP.

4.6 Skills and growth policy is undergoing radical reform. Aligned to the Government's Productivity Plan three priorities have been set; to meet employer needs, to get people into work and to increase business investment to improve productivity. Government initiatives including Devolution Deals, Local Area Reviews of Further Education, a new Apprenticeship Framework,

Employer Levy and the Youth Obligation will mean far reaching changes to how skills and growth services are commissioned and delivered. The establishment of a holistic skills and growth company will ensure Cheshire is best placed benefit from these changes.

5. Background/Chronology

- 5.1. The Council has recognised the need to change the way services are provided in the future in order to create opportunities for innovation and provide service efficiencies delivered using a 'best-fit' approach.
- 5.2. At the meeting of Cheshire East Council on 4 February 2013 it was agreed that the Council should proceed to becoming a strategic commissioning organisation where a small core of commissioners under the strategic direction of the Executive, identify and prioritise local needs, develop the outcomes that people require and then commission the services most appropriate to the delivery of those outcomes.
- 5.3. The basis of this decision was recognition that the landscape under which local public services are designed, purchased and delivered is changing rapidly under new Government policy and legislation. In order to align this with public services locally, the Council is changing the way it operates to become a strategic commissioning body.
- 5.4. Economic growth is a top priority for the Council. A strong economy and fully functioning labour market is a crucial aspect of our growth strategy, making Cheshire East a more prosperous place and reducing dependency, benefitting business, residents and the Council itself.
- 5.5. Following the de-scoping of Workforce Development and subsequent options appraisal a revised detailed business case has been developed and this has been scrutinised and endorsed by MGB (11 Nov 2015), TEG (11 Nov 2015) and EMB (21 Nov 2015). The business case includes an implementation plan with the following key milestones:
 - Portfolio Holder(s) approval to implement recommended option (30/11/15)
 - New delivery arrangements and company board in place (01/01/16)
 - New delivery vehicle fully operational (01/04/16)

6. Wards Affected and Local Ward Members

- 6.1. All wards will be affected.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. The Council has developed a three year plan with two specific outcomes which relate to Skills and Growth:

Outcome 2: Cheshire East has a strong and resilient economy

Outcome 3: People have the life skills and education they need to thrive.

7.1.2. The Council seeks to support economic growth within the borough and therefore needs to provide effective and efficient services that both maximise the life chances of its residents and create a pool of talented labour, which can capture the massive investments and developments that are planned.

7.1.3. Ensuring employment and training opportunities are available for all our residents will give them the best start possible in life. Having such home grown talent will ensure that schemes such as HS2, Jodrell Bank, and the Alderley Park Biohub recruit locally rather than having to 'import' expertise from elsewhere. We also need to ensure that the workforce for critically important sectors such as construction and care are catered for.

7.2. Legal Implications

7.2.1. Section 1 of the Localism Act 2011 (the "2011 Act") provides local authorities with the general power of competence to do "*anything which the individual may do*". This includes the power to do things for a "*commercial purpose*" including making a profit, for which section 4 stipulates that a trading vehicle must be used which is either a company as defined in section 1(1) of the Companies Act 2006 or a society registered or deemed to be registered under the Cooperative and Community Benefit Societies and Credit Unions Act 1965. The options appraisal has recommended that the preferred delivery model is a single wholly controlled private company limited by shares. This model allows the Council to make a direct award of contract to the company without requiring a formal procurement exercise. In order to be exempt from the Public Contracts Regulations 2015 (the Regulations) it is a requirement that at least 80% of the company's work be for the Council.

7.2.2. In accordance with the decision by Cabinet (24 March 2014) to create a group structure for its ASDVs (Alternative Service Delivery Vehicles) it is anticipated that the new company will be formed as a subsidiary of the Council's 'Cheshire East Residents First' (CERF) parent company with 80% ownership resting with CERF and the remaining 20% directly owned by the Council. This is consistent with the governance arrangements used for all the Council's other ASDVs. The Council will have to enter

into an operating agreement with the company which will include any licences or leases of property necessary for the company to operate. The company will buy back office services from the Council/Council owned company by virtue of entering into a support services agreement.

7.2.3. The transfer of the services to the company will constitute a relevant transfer under the Transfer of Undertakings Protection of Employment Rights Regulations 2013 (TUPE) under which employees who are working in or for the services under consideration immediately before the transfer will transfer. The Council and the Company must comply with their duties under the Regulations and ensure that appropriate provisions are in place for employee pensions rights.

7.2.4. At present the Council will receive funding of £782,132 for the 2015/2016 academic year for the provision of Life Long learning programmes from the Skills Funding Agency ("SFA"). The Council uses this funding to directly deliver and also contracts with various suppliers to supply these learning programmes.

7.2.4.1. The Council does not have any legal right to unilaterally transfer the funding agreement to the proposed Skills and Growth company. In order to transfer the funding agreement the SFA must give consent (which may not be given).

7.2.4.2. A potential alternative to transferring the SFA funding agreement to the proposed Skills and Growth company is for the Council to remain as the receiver of the funds but subcontract its role as lead provider to the proposed Skills and Growth company (who would, in turn, subcontract with the suppliers). This would create three levels or tiers of contracting between the Council, the proposed Skills and Growth company and the suppliers. The Council does not have the right to unilaterally take this course of action and must first obtain the SFA's written permission (which must be obtained every year the arrangement is in place). This is because the SFA only allows "second-level subcontracting" (i.e. a three-tier model as described above) in specific "exceptional circumstances" such as a policy change by the SFA or if it is necessary to delivery a niche provision and where the arrangement offers value for money.

7.2.5. The SFA requires that all lead providers and subcontractors must be registered on the UK Register of Learning Providers and hold a valid UK Provider Reference Number before they can receive any SFA funding (either directly or through a subcontracting arrangement). There is a need for the company to apply for this through the normal procedure. The decision to proceed with the formation of the company is a pre-requisite of such an application since the company must formally 'exist' for it to apply.

7.3. Financial Implications

- 7.3.1. The services under consideration mentioned above have a gross budget of £2.08m in the current financial year.
- 7.3.2. The detailed business case attached discusses the unmitigated loss that would accrue to the council due to the reduction in government grants should an ASDV not be created. These funding cuts will be more than offset by the proposed new company initiatives which turn that loss into a surplus. The business case also notes the councils intention to increase investment in skills and growth in 16/17.
- 7.3.3. There will also be substantial increases in the business rates accruing to the Council (£5m) and returns to the local economy (GVA) could be as high as £500m. Further detail is given in the attached business case, Appendix 5.
- 7.3.4. In addition to the expected direct savings it is anticipated that there will be further savings to the public purse by reducing the number of individuals not in employment, education or training or claiming Job Seekers Allowance.

7.4. Equality Implications

- 7.4.1. The detailed business case attached includes a detailed Equality Impact Assessment which has concluded that: *“There will be no negative impact for any group as this project is aiming to increase service users’ skills and employment opportunities for all. The target group may benefit positively from this due to the increase in skilled jobs and opportunities and a decrease in the socio-economic gap”*.

7.5. Rural Community Implications

- 7.5.1. Given that the aim of this work is to improve the range and quality of services supporting employment and skills development it is expected that any impacts will be positive. Focus will be placed on supporting rural enterprise and growth of businesses in rural areas.

7.6. Human Resources Implications

- 7.6.1. There are 34.1 FTE posts within the services, all of which would transfer under TUPE rules. The staff are wholly dedicated to the services transferring.
- 7.6.2. Given the nature of the teams and roles transferring, it would not automatically lead to a restructure but there may be a need to review the structure during the early months due to potential resignations and

vacancies being carried over and to ensure the business is fit for purpose.

7.6.3. The staff currently delivering the services as their primary role will transfer to the ASDV under these proposals. The transfer would be carried out in compliance with 'The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). TUPE regulations protect existing terms and conditions and assumptions have been included in the financial business case to cover this. This proposed transfer would only take place following full consultation with staff and unions.

7.6.4. Any known risks that may affect employees have already been recorded and included in this business case and in the developing project plan. Informal consultation and engagement activities are already underway with trade unions and consultation with staff will follow. This valuable process will continually be used to promote staff involvement and engagement with feedback used to inform decisions and project planning. Appropriate steps will be taken in relation to the LGPS.

7.7. Public Health Implications

It is expected improving skills and employment opportunities of our residents will have a positive impact on health outcomes.

7.8. Other Implications (Please Specify)

7.8.1. There are none envisaged at this stage.

8. Risk Management

8.1. The project risks for this company are detailed within the appended business case. They are managed by the project board which has established appropriate mitigating actions and monitors each risk on a regular basis in accordance with the Council's project management methodology. Risks have been logged and challenged and endorsed by TEG/EMB (Technical Enabler Group/Executive Monitoring Board).

8.2. A key risk that has been identified is the funding relationship between the Lifelong Learning team (part of 14+ skills) and the Skills Funding Agency (SFA). As previously mentioned, in order to resolve this it will be necessary to conduct the action referenced in 7.2.4 and 7.2.5.

8.3. The application to the SFA to become an RTO is a standard procedure that is scheduled twice each year. The next application 'window' is expected to be by June 2016 and the company will apply then. Discussions have also begun in respect of the 2nd tier contracting. Should either of these elements prove problematic then they can be resolved by not transferring

some of the Lifelong learning team to the company, but by retaining them within the council. The fundamental principles of the business case would remain largely unchanged, although mitigating the losses associated with ALB and CLB grant reductions would be not be as effective if not in the company.

9. Contact Information

Contact details for this report are as follows:-

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PROJECT INITIATION DOCUMENTATION

DETAILED BUSINESS CASE

Completed By:	David Laycock, Julian Cobley Sharon Morris	Project Name	Cheshire Skills & Growth
Programme Name	n/a	Portfolio Holder:	Cllr Don Stockton
Project Reference Allocated	Tbc	Service:	Investment, Employment & Skills
Senior Responsible Owner (SRO):	Caroline Simpson	Project Manager	David Laycock
Date endorsed at Gate 1		Major Change project number	tbc

1. Background

The landscape in which frontline services are designed, structured and delivered is changing rapidly in response to new legislation, government policy and changing market conditions. Cheshire East Council (CEC) is responding to these pressures and in February 2013, the Council announced its three year plan to becoming a strategic commissioning council. This consisted of 29 major change projects covering 8 key priorities and focused on delivering 5 outcomes.

Two of those outcomes specifically relate to Skills & Growth:

OUTCOME 2: *Cheshire East has a strong and resilient economy*

OUTCOME 3: *People have the life skills and education they need to thrive*

Skills and growth policy is undergoing radical reform. Aligned to the Government's Productivity Plan three priorities have been set; to meet employer needs, to get people into work and to increase business investment to improve productivity. To this end, a 4 prong approach is being taken to review skills provision, increase apprenticeships, ensure there is strong careers information advice and guidance, and to look at new ways to get people into work. These initiatives will mean far reaching changes to how skills and growth services are commissioned and delivered. It is therefore an imperative that Cheshire East is well prepared.

The borough is already home to a highly skilled workforce, strong labour demand, employment rates that are significantly above regional and national averages, and low (and falling) levels of unemployment. However, there remain pockets of deprivation and high levels of unemployment in defined areas where targeted intervention programmes are needed. We need to build on our strengths by establishing a collaborative and integrated skills and growth gateway to meet employer needs and maximise the benefits of changes to national policy. Specifically, helping get young people into work, tackling long-term unemployment and reducing NEETs, increasing the productivity of our businesses through investment in upskilling, reskilling, talent and leadership, ensuring our key sectors and businesses thrive and attracting inward investment into borough.

The skills and economic growth services offered by the Council are currently supplied by a number of disparate teams and individuals in different service areas. It is considered that a more cohesive and consolidated approach will achieve an impact greater than the sum of its component parts. This will better support employment, create an improved labour market function, maximise growth in high value sectors (e.g. science, energy, technology) and enable more residents to access those jobs, improving productivity. The net result of these outcomes will be a more prosperous borough with less dependency on council and other public services. The ambition is to make Cheshire East the best place to live and work in the UK.

To support the achievement of these outcomes a review of the skills and growth services has been completed, identifying and considering alternative operating models which could be used in their delivery. A guiding principle of this review has been the desire to create an integrated, effective, and locally responsive service, whilst responding to planned cuts in government grant funding and rapidly changing skills policy centred around both employer and employee needs. In addition, there is the obvious requirement of ensuring that any solution supports the Council in achieving its goals.

The purpose of this business case is to set out the case for change and how the implementation of a Skills and Growth ASDV best meets the Council's objectives. The business case has been developed in accordance with the Council's ASDV Framework guidance and proposes an appropriate project management regime to ensure delivery against time, cost and quality criteria.

It should be noted from the outset that this business case presents 2 options:

Option A (the preferred option)

Includes the transfer of the Life Long Learning service to the Skills and Growth ASDV.

Option B

Excludes the transfer of the Life Long Learning service to the Skills and Growth ASDV (the service would therefore remain with the Council).

Approval is now sought to proceed with either option depending on whether or not the Skills Funding Agency's funding of the Life Long Learning service can be transferred to the Skills and Growth ASDV.

2. Rationale: Why the project is needed

Economic growth is a top priority for the Council. A strong economy and labour market will be key to making Cheshire East a more prosperous place, reducing dependency, benefitting business, residents and the Council itself.

It is considered, linked with Cheshire East's strong economic potential and changes to skills policy, a Council-owned company can improve the labour market function, maximise growth in high value employment and enable more residents to access jobs, reducing long-term unemployment and NEETs.

Research recently carried out by Organisation for Economic Co-operation and Development (OECD) concludes skills and mobilisation of the workforce is the number one factor for driving growth in the UK. Furthermore, there is robust

evidence confirming that lack of skills and workforce flexibility is a key factor in holding back the productivity of the UK's economy.

Government's investment in employment and skills provision in Cheshire East is estimated to be as much as £100 million annually, excluding higher education, although less than 1% of this investment is currently channelled through the Council.

Cheshire and Warrington has the fifth fastest growing economy in the country, with the pace of growth outstripping most northern cities. Cheshire East is largely driving this growth through its high skills base, new business starts, low unemployment and sectoral strengths in science, rail & engineering, advanced manufacturing, digital and creative Industries together with finance & professional services. Arguably, Cheshire East in its own right can be identified as becoming one of the strongest economies in the country.

That said, much of the economic growth in Cheshire East over the recent growth period (1998-2008) was in the public sector (70%) and there was a decline in manufacturing (-36%) over the same period. Going forwards, growth will be private sector led, which needs to be stimulated and facilitated. It is expected over 1250 private sector jobs a year will be created during the local plan period through to 2030. The productivity of our businesses needs to remain strong and indeed increase with a focus on high value, highly skilled jobs, whilst at the same time catering for all labour market demands. This can only be achieved by taking a fresh approach to the Council's skills and growth services to ensure the labour market is fully functioning and employer led, businesses are investing and jobs are being created.

The Government is expected to make significant cuts to the skills and training budgets as part of its drive to reduce the deficit. These cuts will have a profound and wide-ranging impact on skills policy and provision. Adult Skills and Community Learning grants to local authorities are set to be cut by over 24% in 16/17 with similar cuts forecast in the years to come. This comes at a time when the importance of skills to a prosperous economy is increasing.

Government is seeking to simplify and localise controls, devolving powers and responsibilities into the regions, and putting the needs of businesses and employers first. Devolution Deals, Local Area Reviews of Further Education, a new Apprenticeship Framework, Employer Levy and the Youth Obligation are all being implemented in the next three years, which will bring big changes locally. An ambitious target has also been set to create 3,000,000 apprenticeships over the life of the parliament.

Considering the scale of the skills and employment funding opportunity, combined with the changing landscape of skills policy, it is timely to evaluate how best the Council's skills and growth services are delivered to ensure we are best placed to **create employment opportunities for all** and to **attract and grow business, creating high quality employment**.

By better understanding the needs of our employers and bringing them closer to training and skills providers at a local level, we can realise economies of scale, address skills shortages and develop employment opportunities, ensuring **every resident has the opportunity to work**, and **every business has the opportunity to thrive**.

3. Options Appraisal and Proposed Solution

A detailed options appraisal has been completed (attached as Appendix 1) and has determined that the option of creating a single wholly owned company limited by shares is recommended.

That appraisal considered the functions delivered by the following teams:

- Skills and advisory services (e.g. Life Long Learning, 14+ Skills)
- Economic policy, sectoral development and Major Projects (e.g. Science, Energy, Digital, Advanced Engineering, Agri-tech and Financial Services)
- Business and Enterprise Growth (e.g. Rural Enterprise Business Engagement, inward investment, high growth business lead generation programme)

Services delivered by the Workforce Development team were originally defined as being in scope, but have been de-scoped while further consideration is given to the future of the service in the council. There remains an aspiration to deliver apprenticeship, leaderships and talent services commercially from the company. As such, should an opportunity arise from the review of Workforce Development functions, aspects of the service may be brought into scope at a later date.

For the purposes of this business case the functions delivered by the following teams have also been considered out of scope. It might be that elements of these services could be considered for inclusion in the company at a later date, subject to consideration by the council.

- Primary Education
- Supported Employment
- Complex Needs
- Special Education Needs

The conclusion of the review has been to include functions and services currently provided by the following specific teams:

1. Major Projects
2. 14+ Skills including/excluding Lifelong Learning
3. Business Engagement and Inward Investment
4. Rural Enterprise

A list of the functions delivered by these teams is given in Appendix 2. It is clear the council wishes to grow these functions and services to support more

of our residents and businesses, and to increase the prosperity of the borough.

It should be noted that the services delivered by the Life Long Learning team are not funded by the Council but funded by the Skills Funding Agency (SFA).

In order to transfer the Life Long Learning team to the Skills and Growth ASDV:

- a) The SFA must agree to transfer the funding to the Skills and Growth ASDV or allow another level of subcontracting (to allow the funds to be transferred from the Council to the Skills and Growth ASDV) ; and*
- b) The Skills and Growth ASDV must be registered as a Registered Training Organisation (RTO)*

Dialogue with the SFA is ongoing to resolve the above matters but the final decision rests entirely with the SFA. If permission is not granted by the SFA the Life Long Learning Team will need to remain in the Council.

Throughout this paper any key differing impacts of these two options is identified in the highlighted sections as:

Option A - Company including Life Long Learning

Option B - Company excluding Life Long Learning

In the development of the business case it has also been recognised that a fully integrated model working closely with related council services (e.g. Youth Engagement Services, Supported Employment, schools services), other skills and growth service providers, businesses, young people, government and the Cheshire and Warrington LEP will be the key to success.

This recommendation to establish the company is made on the basis that it:

- ✓ Provides freedom to explore additional revenue/grant earning opportunities
- ✓ Encourages a commercial approach to business delivery and income generation
- ✓ Avoids conflict between strategy and delivery functions and gives a common sense of purpose
- ✓ Aligns to our Commissioning Council approach
- ✓ Gives more agility and freedom, particularly when recruiting
- ✓ Provides upskilling and personal growth opportunities for staff
- ✓ Gives greater operational flexibility
- ✓ Generates higher motivation and closer alignment so delivering better services
- ✓ Creates better investment opportunities
- ✓ Provides opportunities for new delivery models
- ✓ Retains a strong and integrated strategic relationship with other functions of the Economic Growth and Prosperity directorate

The proposed operating framework for the new company is illustrated in Appendix 3.

Particular advantages that an ASDV will have include:

- Increasing business rates collected by the council
- Increasing the prosperity of the borough by increasing employment opportunities and jobs
- Meeting employer labour market needs and increase the skills base, specifically in high skills associated with growth sectors
- The ability to generate profits from discretionary skills and growth services
- Greater opportunities to offset losses associated with cuts to Adult Services Budget (ASB) and Community Learning Budget (CLB) government grants through efficiencies and commercial opportunities
- Enhancing the reputation and profile of the borough and the council
- Providing services to other public and private sector organisations on a commercial basis providing economies of scale and offsetting costs for Cheshire East Council
- Reducing demands on public services by getting more people into work and improving health outcomes associated with being in work
- Managing the impact and maximise the benefits of skills and growth policy changes
- Overcoming the perception that the service is provided by a staid council operation with no real commercial experience. Entrepreneurs establishing new companies are more likely to seek, and pay heed, to advice and support from a more independent and commercially focused organization.

Project Objectives and Deliverables

The primary objective is:

To create (by 1st April 2016) an efficient, effective and value-adding Wholly Owned Company , limited by shares, for the delivery of the Council's Skills & Growth services, which support a strong and resilient economy and ensures that citizens have the life skills, education and opportunity to thrive. This will place the needs of Cheshire East residents and businesses at the heart of the company's activities.

Supporting objectives

- To create (by 1 April 2016) a wholly owned company , limited by shares, for the delivery of Skills & Growth services that is a fully equipped to succeed by virtue of having;
 - The ability to leverage council resources to get more from less
 - A fully integrated multi-skilled approach

- Strong and tangible relationships with skills providers, Schools, FE and HE
 - Strong and tangible relationships with employers, investors and policy makers
 - Robust contractual arrangements agreed
 - A high profile and positive identity, brand and market position
 - A detailed business plan and communications strategy for the subsequent 3 years with outline plans for the succeeding 2 years
 - An integrated governance model and delivery plan with other council services delivering to a common skills and employment mandate.
- To reduce duplication, eliminate silo working and streamline service management to ensure a more coordinated approach to service delivery.
 - To plan for and take advantage of policy changes related to the delivery of skills and growth services, devolution and the LEP strategic economic plan
 - To achieve best value and quality for skills and growth services and to reduce net operating costs wherever possible using an agreed performance framework, so as to ensure the best possible service for residents and businesses.
 - To maximise the new opportunities and flexibilities to deliver services that an ASDV offers, hence delivering the expectations of the business plan and in accordance with the assumptions and timings contained within that plan.
 - To identify, retain and subsequently TUPE transfer all staff to the new delivery vehicle and subsequently develop and motivate those staff to deliver service improvements and excellence.
 - To successfully apply for Registered Training Organisation (RTO) status with the SFA allowing the company to deliver training contracts in excess of £100k and to facilitate bidding for additional grant funding

Key deliverables

- Shadow operation of the company from January 2016
- The set up and registration of a company limited by shares
- Appointment of a company board of Directors
- A detailed service specification and contract (including all assets, maintenance issues and performance measures) which has been agreed by both the Company and Council
- Detailed TUPE consultation with all affected staff
- Successful user acceptance testing (UAT) of all supporting systems and procedures
- Formal transfer of staff and the service responsibilities
- Development of a company business plan and performance framework

Management Arrangements

The ASDV will be managed by a board of Directors, which will include 3 appointed non-executive Members. There will also be a nominated officer representative on the board.

In accordance with the decision by Cabinet (24 March 2014) to create a group structure for its ASDVs (Alternative Service Delivery Vehicles) it is anticipated that the new company will be formed as a subsidiary of the Council's 'Cheshire East Residents First' (CERF) parent company with 80% ownership resting with CERF and the remaining 20% directly owned by the Council

Proposed Governance Board Membership (Day 1):

ROLE	COMPOSITION
CHAIRMAN	MEMBER – Cllr Paul Bates
DIRECTOR	MEMBER – To be confirmed
DIRECTOR	MEMBER – To be confirmed
MANAGING DIRECTOR	OFFICER – Julian Cobley

Within the governance structure it is critical that individual roles and responsibilities are defined in a way which allows for clear and robust arrangements that value and recognises the contribution of both organisations.

These responsibilities will clearly be set out in the 'Articles of Association' and service specification which will define the type and amount of influence that the authority will have with the ASDV and will cover key issues such as:

- Financial responsibilities
- Management of Risk
- Business Planning
- Service Standards

It should be noted that:

- The Board may, at some point in the future, determine that it would be beneficial to invite voluntary advisors onto the Board from organisations such as government departments and skills provider businesses, charities and third sector organisations
- The board may determine that it would be advantageous, at some point in the future, to establish subsidiary companies (including social enterprises) that would allow it to exploit additional funding opportunities
- The proposal assumes that the ASDV will qualify for exemption by virtue of having at least 80% of its turnover derived from services delivered on behalf of the Council (Public Contracts Regulations 2015). The remaining 20% of turnover can be profitable. This is confirmed in the financial business plan.

Contractual arrangements

The ASDV will have a strategic contract, a detailed method statement and a set of outcome-based Key Performance Indicators. To oversee the delivery of this the Council will need to identify an officer to the role of commissioner to manage the contract and contractual relationships. This will include the relevant contract monitoring and management, general client relationship and any specific management requirements.

The contract will ensure that any functions delivered to services remaining within the council will continue to be delivered by the company, thus avoiding the requirement for duplication or backfill arrangements. It will also ensure that the company's key goals remain aligned with the Council's strategic vision for growth and prosperity.

The client commissioner to the ASDV will be the Business Manager for Economic Growth and Prosperity, or another post named by the Strategic Director of Economic Growth and Prosperity.

4. SWOT Analysis

A SWOT analysis is attached as Appendix 4 and will be revisited and updated as the project proceeds. This analysis clearly identifies the opportunities available to the new company together with some of the current challenges to the council that its creation will help overcome.

5. Benefits

High level benefits can be separated into the following two areas:

Council;

- To maximise funding opportunities and income from taxes (e.g. Business Rates)
- To improve the level of services offered to businesses
- To reduce demand on Council and other public sector services
- To maintain and enhance services delivered for the authority
- To provide a sustainable delivery model with less reliance on central government funding
- To realise operational efficiencies
- To raise and secure grant funding opportunities
- To increase spending in the local economy
- To provide better economic data, information and intelligence to inform decision making

Residents and Businesses;

- To improve the work prospects and career opportunities for young people
- To fulfil current and future labour market demands
- To stimulate growth of high value and high growth sectors
- To reduce unemployment and NEETs, particularly long term unemployment
- To improve business productivity and profit
- To increase the skills base of Cheshire East, with an emphasis on higher skills.
- To increase investment into Cheshire East
- To increase the number of apprenticeships, jobs and businesses

Quantification of benefits:

Quantification of some of these benefits is inherently complex and will involve ongoing work. Benefits could be direct to the council, to government, to other bodies, and to the wider economy as a whole. In some cases new models may need to be developed, such as payment by results or social impact bonds, to capture the cashable benefit value.

Negotiations with other partners may be needed in order that CEC benefits fairly from any resources it invests in improving the life skills and prospects of its population.

The examples below indicate that the added value cashable benefits that will be derived from the work of the company are significant. At a broad level it is expected that, **there will be a return of over £0.5bn to the local economy and a cumulative increase of over £5m in business rates in the first 5 years of operation.**

Added value:

One Additional FTE	Manufacturing	Financial, Professional and Business Services
Business Rates	£1,160	£915
Wages	£27,788	£27,530
Income Tax	£3,438	£3.39
National Insurance	£5,083	£5,015
GVA	£106,253	£65,162

(Data Source – ekosgen based on ONS and CEC data)

- Adult apprenticeships at level 2 and level 3 deliver £26 and £28 of economic benefits respectively for each pound investment.
- Achieving a Graduate Level 4+ Qualification is valued at £3,404/annum

- Additional spending/contributing to the local economy (local pound)

Savings:

- Avoiding a first time youth offence - £3,620/annum/person
- Pupil avoiding exclusion from school - £11,473/annum/person
- Cost per NEET - £4,673/annum/person
- Job seeker entering work - £10,321/annum/person
- Reduction in income support of a workless claimant entering work
£9,163/Annum

(Data Source – New Economy Manchester, Unit Cost database v1.4 updated March 2015)

These savings figures are made up of a number of factors including benefit claims and council tax discounts and are estimated in Appendix 5. They have been separated from the direct cashable company benefit calculations to avoid raising overly ambitious expectations.

Specific Cashable Benefits

Option A

Over the first five years of operation it is forecast that the company will turn a predicted 'do-nothing' loss to the authority of £213k (due to the loss of government grants) into a profit of £218k – a net improvement of £431k.

Option B

Over the first five years of operation it is forecast that the company will deliver a profit of £394k. However the reduction of grants will mean that the loss of £213k will remain with the authority.

Additionally it is expected over a 5 year period that the activities of the company will generate new jobs growth producing a further £5m in business rates returnable to the council

It will achieve this from a range of initiatives that are quantified in the finance Appendix 5. The initial focus will be on:

This section has been redacted for reasons of commercial confidentiality

Non-Cashable benefits

Specific, intangible benefits to be delivered include:

- Increasing the profile and positive position of Cheshire East and the Council to investors and businesses
- Offering an integrated and holistic skills and growth service, achieving better outcomes (jobs, GVA and sector growth)
- Having the flexibility and agility to change and adapt to best service the market demand/need
- Opportunities to bring together government agencies (e.g. BIS and DWP), skills providers and business in a way not currently possible, focused on common goals – strengthening relationships to achieve better outcomes
- To deliver a programme of lead generation to promote Cheshire's key sector strengths and attract investment to key assets
- A vehicle to deliver skills and growth services as part of a devolution growth deal with Government for Cheshire and Warrington
- Reducing 'red tape' providing a single easy to use 'front door' to businesses and residents alike
- Opportunity to develop a skills and growth function for the Northern Gateway Development Zone
- Building capacity and capability for offering funding advice and guidance to businesses
- Generating and developing comprehensive management information and data to inform strategy and intelligence-based decisions of the council
- Creating a new, dynamic and vibrant brand that will attract new business and, importantly, foster a sense of belonging and commitment amongst staff
- Improving service provision focusing on a proactive can-do approach, developing a more affordable, customer-first, model of professional and support services
- Stimulating a commercial, market-led approach to everything we do
- Improving working practices through reorganising services into a more customer orientated and efficient group providing skills and resources to meet customer demand and protect the public interest, thereby improving the council's reputation
- Improving staff motivation by creating competitive and diverse services, providing opportunities for personal development
- Stimulating the demand in the market to accelerate the delivery of employment land plus considering investment models to bring forwards strategic sites
- Aligning complementary resources to drive new ways of working
- Developing of high growth sector strategies and policies
- Working with employers to encourage upskilling of the workforce and investment to improve productivity
- Improving careers advice and guidance to ensure there is a high standard of impartial advice

- Helping to support the uptake of apprenticeships, with a specific focus to increase degree level apprenticeships

6. Benefits realisation

A detailed benefits realisation plan will be developed and included in the performance management framework incorporated into the service contract.

Cashable benefits will be monitored using the company accounts. Non-cashable benefits will be measured using a suite of performance indicators. These will be refined as part of the contract negotiation process and an initial list is attached as Appendix 6. It can be seen that these reflect or align with many of the Council's corporate priorities.

The reporting frequency will be agreed and included in the service contract between the Council and the Company.

Responsibility for delivering the benefits ultimately rests with the Board of Directors, but in practical terms will be delivered by the Company's Managing Director with overall performance monitored by the Council's Client officer.

7. Risk

A full risk log is attached as Appendix 7. This separately identifies risks to the project, the company and the Council.

It should be noted that some risks would occur irrespective of the creation of an ASDV, and that some are commercially sensitive. Commercially sensitive risks will be redacted from published documents although have been considered in full by the council including MGB, TEG and EMB.

Option A

A specific risk that has been identified to option A is the funding relationship between Life Long Learning (part of 14+ Skills team) and the Skills Funding Agency (SFA), given it is funded through government grants. In accordance with the grant agreement permission from the SFA is necessary to register the company as a Registered Training Organisation, and to seek approval to allow for secondary level sub-contracting. In order to resolve this it will be necessary to:

- Apply to the Skills Funding Agency (SFA) for the company to become a Registered Training Organisation (RTO) in order that it might be contracted to deliver training in excess of £100k in value;
- Make representations to the SFA for an exception to the rules relating to 2nd tier contracting in order that the company might contract directly with other training providers;

The RTO application is a standard procedure that the SFA schedules for twice each year. The next bidding 'window' is expected to be June 2016 and the company will apply when open.

Negotiations have begun in respect of the 2nd tier contracting.

Option B

Should either of the elements in Option A prove problematic then they can be resolved by not transferring the Lifelong Learning team to the company, but by retaining them within the Council. The fundamental principles of the business case would remain largely unchanged, although the added value that would be gained from the team being in the company in order to offset grant cuts through efficiencies and delivery of commercial services would be lost

It is recognised that predicting future needs, demand, user responses and financial viability is an evolutionary process and the process of identifying risks and preparing suitable responses and mitigation, is a continual activity, which will be a key part of the Business Plans for the company.

8. Cost of Project and Investment Appraisal

The primary role of the company is to offer an effective and integrated service to ensure the labour market is effective as it can be to reduce unemployment and NEETS, while increasing business activity to generate jobs and improved productivity. In considering the financial viability of an ASDV consideration has been given to the financial benefits for both the Council and the ASDV. A high-level summary of the benefits is provided below with more detail included in the Finance Appraisal (Appendix 5). The proposal reflects the council's intention to increase investment in skills and growth in 2016/17.

Some of the detail contained in Appendix 5 is, inevitably, commercially sensitive. Sensitive information will be redacted from published documents although it will have been considered in full by the council including MGB, TEG and EMB.

It should be noted that all the figures are based upon comparing the Council's liability in a 'do-nothing' situation with the situation offered by the new company. The figures take into account known reductions in government funding in future years meaning that the overall picture represents both a defensive and a pro-active move.

Option A - Summary Financial Business Case

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	2016/17	2017/18	2018/19	2019/20	2020/21	5 years
	£k	£k	£k	£k	£k	£k
'Do-nothing' profit/(loss)	(11)	(30)	(45)	(58)	(69)	(213)*
New company initiatives	(38)	47	121	153	148	431**
Net profit/(loss)	(49)	17	76	95	79	218

**The 'Do-nothing' position has been revised to recognize further anticipated grant funding reductions and assumes that 14+Skills and Lifelong Learning will transfer to the company with effect from 1st September 2016*

***The 'new company initiatives' amounts factor in the cost of running the company
The figures do not include inflation/interest rates*

The do-nothing option above illustrates the loss that would accrue to the council should an ASDV not be created, essentially due to known funding cuts by central government. These will be offset by the proposed new company initiatives which turn that loss into a surplus.

It should also be noted the company expects to support the growth of business rate taxes collected by the council by £5m cumulatively over the 5 year period. £6m of indirect benefits will also be derived over the same period, and the return to the local economy could be as high as £500m.

Option B - Summary Financial Business Case without Lifelong Learning

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	2016/17	2017/18	2018/19	2019/20	2020/21	5 years
	£k	£k	£k	£k	£k	£k
'Do-nothing' profit/(loss)	0	0	0	0	0	0*
New company initiatives	(38)	43	113	143	133	394**
Net profit/(loss)	(38)	43	113	143	133	394

** The 'Do-nothing' position without 14+ skills and lifelong learning gives a net nil position*

***The 'new company initiatives' amounts factor in the cost of running the company
The figures do not include inflation/interest rates*

It should be noted it is proposed the losses associated with ASB and CLB grants would be mitigated more effectively if in the company

9. Equality Impact Assessment

An Equality Impact Assessment is attached as Appendix 8 and concludes that: *“There will be no negative impact for any group as this project is aiming to increase service users’ skills and employment opportunities for all. The target group may benefit positively from this due to the increase in skilled jobs and opportunities and a decrease in the socio-economic gap”*

10. Resource requirements to deliver the project

Resource	Estimate of number of days required	Source of Resource (corporate/service/Shared Service/external)	Comment from Service Manager (for example: require additional expertise, can manage within existing capacity)
<i>Project Management</i>	50	Corporate	David Laycock – Can manage within existing capacity
<i>ICT</i>	60	Corporate	Val Poyser – Can manage within existing capacity
<i>HR</i>	25	Corporate	Debi Wain – Can manage within existing capacity
<i>Consultation / Engagement</i>	Staff consultation is required and will be managed as part of the HR workstream		
<i>Communications</i>		Service	Andrew Arditti – Can manage within existing capacity
<i>Planning</i>	n/a		
<i>Procurement</i>	30	Corporate	Lianne Halliday – Can manage within existing capacity
<i>Legal</i>	46	Corporate	Jayne McLaughlin – Can manage within existing capacity
<i>Assets</i>	10	Corporate	Denise Griffiths – Can manage within existing capacity
<i>Finance</i>	15	Corporate	Helen Donald – Can manage within existing capacity
<i>Risk Management</i>	10	Services	Julian Cobley – Can manage within existing capacity

<i>Performance</i>	5	Corporate	Alex Thompson– Can manage within existing capacity
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11. Review Monitoring & Evaluation

There is a statutory requirement that a business case is prepared and approved before the Council may trade through a company. Thereafter the Council is required to have regard to guidance issued by the (then) Office of the Deputy Prime Minister which advises that the business case, once approved is used as the basis of developing a business plan to be used by the company in future years.

Up until the go-live date, this document will be continuously reviewed by the Project Manager and SRO to ensure compliance with the legal requirements of establishing a trading company and refreshed with any new information.

12. Exit Strategy

Any material changes that will result in failure to deliver the matters set out in the business plan may give rise to concerns that the ASDV will not be sustainable over the long term.

It is anticipated that the additional trading opportunities will only be fully known when the ASDV formally commences trading. There is a recognition that culture change, efficiency savings through different ways of working and contracting, and new business opportunities are the three main drivers for change through which we aspire to achieve a step change in the company provision.

In the event that sufficient benefit to the council has not been realised within a 5 year window or costs begin to spiral, the Council's representatives will have the power, subject to any necessary Cabinet approval, to review the on-going viability of the ASDV and what steps if any it needs to take in the way the ASDV is governed and/or managed to achieve the required benefits.

Given that the Council is the sole shareholder, it potentially has the power to bring the service back in-house or to conduct a formal outsourcing exercise or indeed to sell the ASDV subject to any agreed processes or relevant legislation.

Appendices:

- Appendix 1: Options Appraisal
- Appendix 2: Services & Functions in scope
- Appendix 3: Operating Framework
- Appendix 4: SWOT Analysis
- Appendix 5: Financial Assessment
- Appendix 6: Performance Indicators
- Appendix 7: Risk Log
- Appendix 8: Equality Impact Assessment
- Appendix 9: Glossary of terms

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Alternative Service Delivery Vehicles for Cheshire Skills & Growth Services

Options Appraisal

Project Board
Caroline Simpson
Julian Cobley
Sharon Morris
David Laycock

Oct 2015

Author: David Laycock 16/10/2015

1. Background

At the meeting of Cheshire East Council on 4 February 2013, full Council agreed the adoption of a revised operating model for service delivery. The council is moving toward becoming a strategic commissioning organisation, where a small core of commissioners identify and prioritise local needs, develop the outcomes that local people require, and then commission the services that will best deliver those outcomes. This approach ensures a 'best-fit' model that puts residents first

Economic growth is a top priority for the Council. A strong economy and labour market is a crucial aspect of our growth strategy, making Cheshire East a more prosperous place and reducing dependency, benefitting business, residents and the Council itself.

The borough is already home to a highly skilled workforce, strong labour demand, employment rates that are significantly above regional and national averages, and low (and falling) levels of unemployment. However, there remain pockets of deprivation and high levels of unemployment in defined areas where we need to deliver targeted intervention programmes. We need to build on our strengths by establishing a collaborative and integrated skills and growth gateway to tackle long-term unemployment and increase the productivity of our businesses.

To tackle these issues there is a need to take a fresh approach to skills and growth, ensuring an integrated and effective service aligned with the needs of our employers, designed to ensure the best employment and skills opportunities are available for all our residents, and geared towards maximising our strengths for high growth employment opportunities in science, energy, technology, and engineering.

Skills & Growth services are currently supplied by a number of disparate teams and individuals in different service areas. It is considered that a more cohesive and consolidated approach will achieve an impact greater than the sum of its component parts, thus better supporting employment, an improved labour market function, maximising growth in high value sectors and enabling more residents to access those jobs so improving productivity

There are many different forms a new look Skills & Growth service could take, each with their own advantages and disadvantages. The Council has also recognised that a mixed- economy of delivery vehicles should be developed with the most appropriate form used to suit individual service requirements.

This document reports the assessment of those forms against a number of services.

The initial appraisal was conducted on 24 June 2015 and looked at four services comprising:

- a) 14+ Skills
- b) Workforce Development
- c) Business Engagement and Inward Investment
- d) Major Projects (inc. Fairer Power and Connecting Cheshire)

Subsequent work concluded that the scope of the project be changed to exclude: b) Workforce Development. It had also developed a clearer understanding of the vision for the services moving forward. The assessment exercise was therefore repeated and re-validated at a workshop held on 16 Oct 2015 in order to take these new factors into account.

In both instances it was accepted that close links would need to be maintained with services outside the scope of the review, such as Youth Support and Youth Engagement, whose goals are closely aligned with those listed above.

The different delivery vehicles assessed were:

- No-change
- Keep it all in-house – but consolidated with all skills, employment and business engagement activities in one council team, including Work Choice and Community Learning delivery functions
- Keep it in-house with ethical walls. Distinctive roles for a provider neutral business engagement, skills/employment policy and research team; separate from any delivery functions (e.g. Work Choice and Community Learning).
- Keep policy/research/employer engagement functions in-house, set up delivery teams in an ASDV to manage risk, reduce overheads and enable more entrepreneurial management.
- Keep service delivery in-house and set up policy/research/employer engagement function teams in an ASDV to enable more entrepreneurial management. policy/research/employer engagement functions *(NB: This option was a new one added at the workshop on 16 Oct)*
- Create one ASDV for all policy, research, employer engagement and delivery functions
- Outsource to the commercial sector
- Any other options identified during the options appraisal workshop(s)
- Different company forms including:
 - Company Limited by Shares (CLS) – wholly owned by CEC
 - Company Limited by Guarantee (CLG) – wholly owned by CEC
 - Community Interest Company (CIC) limited by shares
 - Community Interest Company (CIC) limited by guarantee
 - Charitable Incorporated Organisation (CIO)
 - Industrial & Provident Society (IPS)
 - Co-operative/Mutual
 - Limited Liability Partnership (LLP)

2. The Appraisal Process

Initially the options were examined by a working party on 24 June 2015. This included a range of officers with experience designed to bring a wide perspective to the issues. Several participants also had previous experience of establishing alternative operating models and therefore contributed the lessons learned from those ventures

The group comprised representatives from:

- ✓ Human resources
- ✓ Economic Growth & Prosperity
- ✓ 14+ Skills
- ✓ Finance
- ✓ Major Projects
- ✓ Business Engagement & Investment
- ✓ Project Management Office

In addition to acknowledging that the need to take into account the “Guidance on the Power in the Local Government Act 2003 related to the General Power for Local Authorities to trade in function related activities through a Company” the group also recognised the need to take heed of:

- the Council’s Charging and Trading Strategy
- the guidance contained within Council’s ASDV Framework document

The second appraisal was conducted at a workshop on 16 Oct 2015 with representatives from the same skill/knowledge groups as before.

3. Appraisal Tool

In examining all the options available the meetings used a variation of a scoring tool proposed by both PWC and NW Employers. This tool assesses each option against a number of criteria and allocates a score for each.

The criteria had previously been agreed by the project board who had allocated a weighting for each factor. This weighting was kept ‘hidden; from the group to avoid influencing any decisions, as recommended by its authors.

Scores were first given to the ‘status quo’ and each option was then compared with the status quo with scores being given which reflected the degree by which each option was better or worse than the status quo.

It was acknowledged that the scores should not be regarded as definitive in themselves but that the methodology was designed to provoke comment and discussion to support the derivation of a sound result.

The results of the discussion are summarised in two formats: the scoring chart itself plus a ‘pros/cons’ analysis of each potential solution.

Scoring table

The final scores are given in Appendix A

Pros & Cons Analysis

STRUCTURE OPTIONS	PROS	CONS
STATUS QUO	<ul style="list-style-type: none"> Retains full control Requires no change effort or investment Avoids perception of commercialisation Reduces staff anxiety although austerity measures mean staff are feeling vulnerable in current climate Services have had good Ofsted inspection reports and employment services are working to keep unemployment low 	<ul style="list-style-type: none"> Does not support the goal of becoming a strategic commissioning council Cannot trade at a profit Some areas remain distant from residents Potential loss of funding Keeps the perception of council 'stigma' of being cumbersome and inflexible Doesn't address poor communication, silo working and duplication issues Less budgetary and staffing control Convoluting recruitment process Heightened mismatch with new vision
CONSOLIDATE SERVICES IN-HOUSE	<ul style="list-style-type: none"> Retains full control Avoids perception of commercialisation Gives some response to the changing agenda Improves the working environment creating better services Reduces staff anxiety -although this may be a false perception given current/possible austerity measures Reputational risk diminished 	<ul style="list-style-type: none"> Could need consultation Would take some time to achieve Doesn't achieve the full potential of other options
CONSOLIDATE IN-HOUSE BUT WITH SEPARATE DELIVERY TEAM	<ul style="list-style-type: none"> Retains full control Avoids perception of commercialisation Reduces staff anxiety -although this may be a false perception given current/possible austerity measures 	<ul style="list-style-type: none"> Presents management and communication issues and conflicts between different teams Has no real point – change for changes sake? Demoralising leading to poorer services Increased reputational risk if quality falls
KEEP POLICY IN-HOUSE WITH ASDV FOR DELIVERY	<ul style="list-style-type: none"> Aligns more with the Commissioning Council approach 	<ul style="list-style-type: none"> Presents communication issues between different bodies Potential business plan conflicts between separate elements Would need staff consultation Creates an us-them relationship which could be counterproductive Potential disconnect between strategy and delivery High reputational risk of failure Long set-up time
KEEP DELIVERY IN-HOUSE WITH AN	<ul style="list-style-type: none"> Some alignment with Commissioning Council approach 	<ul style="list-style-type: none"> Presents communication issues between different bodies

ASDV USED FOR POLICY DEVELOPMENT AND BUSINESS ENGAGEMENT		<ul style="list-style-type: none"> • Potential business plan conflicts between separate elements • Would need staff consultation • Creates an us-them relationship which could be counterproductive • Potential disconnect between strategy and delivery • High reputational risk of failure • Difficult to separate the two elements • Seems to be entirely the wrong way round
CREATE 2 SEPARATE ASDVs – POLICY & DELIVERY	<ul style="list-style-type: none"> • No advantages 	<ul style="list-style-type: none"> • Presents communication issues between different bodies • Disjointed and disconnected management • No economies of scale • Potential business plan conflicts between separate elements • Would need staff consultation • Creates an us-them relationship which could be counterproductive • Potential disconnect between strategy and delivery • High reputational risk of failure • Long set-up time
CREATE ONE COMBINED ASDV	<ul style="list-style-type: none"> • Avoids conflict between strategy and delivery functions and gives a common sense of purpose • Protects jobs as budgets are agreed via a contract and then accessing further funding streams provides further job security. • Aligns to Commissioning Council approach • Gives more agility and freedom, particularly when recruiting • Provides upskilling opportunities for staff • Gives greater operational flexibility • High motivation and closer alignment delivers better services • Stimulates positive behaviour change amongst staff • Creates better investment opportunities • Reduces risk elements given that full control retained • Allows for efficiencies in staffing with improved job security • Simplifies the delivery of improved image and brand awareness 	<ul style="list-style-type: none"> • Needs staff consultation • Change may create anxiety • The formation itself has some risk elements compared to status quo • Same time but less effort than 2 ASDVs • Bringing together teams from different services may mean working practises need to be modified

OUTSOURCE	<ul style="list-style-type: none"> Matches ambitions of recent staff recruits Provides upskilling opportunities Could deliver better services depending on contract terms Matches the more commercial ambitions of some team members 	<ul style="list-style-type: none"> Complete loss of control Would require potentially lengthy and complex procurement and tendering process Financial risk if cost cannot be balanced over several years Services may not be attractive meaning there may be no bidders or a desire to cherry-pick options Reputational damage potentially very high Rescoping has reduced the commercial appeal given the smaller size of the business Potential loss of identity if absorbed by a larger company
STRATEGIC PARTNERSHIP/JOINT VENTURE	<ul style="list-style-type: none"> Gives economies of scale Fits with devolution agenda Reduced expenditure potentially Provides for best practice learning from other LAs Focusses limited resources 	<ul style="list-style-type: none"> Loss of localism and control Loss of staff and job security Staff anxiety re job combination and/or losses JV would have split customer loyalties Introduces compounded risks which could be unknown initially Long set up time and greater effort Difficulty in agreeing a shared vision Unless carefully managed is no better than outsourcing

Different forms of ASDV

Co Limited By Shares	<input checked="" type="checkbox"/> This is the only form that retains control and has the ability to generate profit
Co Limited By Guarantee	<input checked="" type="checkbox"/> Eliminated since it will always be broadly the same as a company limited by shares but will score lower on the strategic element since it goes against the councils Charging & Trading Strategy of preferring Limited by Shares
Community Interest Company (CIC) Limited By Shares	<input checked="" type="checkbox"/> Eliminated since it is controlled by its members rather than the council - Teckal exemption would therefore not apply hence forcing a competitive procurement
Community Interest Company (CIC) Limited By Guarantee	<input checked="" type="checkbox"/> Eliminated since it is controlled by its members rather than the council - Teckal exemption would therefore not apply hence forcing a competitive procurement
Charity	<input checked="" type="checkbox"/> Excluded due to full loss of control by the Council meaning the Teckal exemption would not apply
Industrial & Provident Society	<input checked="" type="checkbox"/> Eliminated since: Control lost to trustees, therefore Teckal exemption would not apply; remuneration levels must be justified in the context of benefitting the community; staff could perceive a risk as co-owners. Less control due to need to demonstrate community focus in everything
Co-Operative	<input checked="" type="checkbox"/> Eliminated since its staff would have a major element of control rather than the council - Teckal exemption would therefore not apply hence forcing a competitive procurement

Limited Liability Partnership	<input checked="" type="checkbox"/> Eliminated since LLPs are not a vehicle available to the Council as they are not permitted as a trading vehicle under section 95 of the Local Government Act 2003.
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5. Conclusion and Recommendations

Both the workshops concluded that:

After careful consideration of the factors outlined herein the option of creating a single wholly owned company limited by shares is recommended as the way forward.

This recommendation is made on the basis that it:

- ✓ Avoids conflict between strategy and delivery functions and gives a common sense of purpose
- ✓ Aligns to Commissioning Council approach
- ✓ Gives more agility and freedom, particularly when recruiting
- ✓ Provides upskilling opportunities for staff
- ✓ Gives greater operational flexibility
- ✓ High motivation and closer alignment delivers better services
- ✓ Creates better investment opportunities
- ✓ Gives motivation to staff
- ✓ Provides freedom to explore additional revenue/grant earning opportunities
- ✓ Encourages profit generation
- ✓ Ability to take a more commercial approach to income generation, with the sole aim of creating a surplus to be reinvested into expanding the services on offer.

It is also recommended that, in terms of implementation planning and the future:

- The company should utilise CEC in-house assets and support for an initial 3 year incubation period
- The company's structure and Articles of Association would permit the company to consider taking on additional services as they are identified provided that they align with it's overall vision and strategy

APPENDIX A – OPTIONS APPRAISAL SCORING

												COMPANY FORM - comments confirmed by workshops							
CRITERIA	FACTORS TO CONSIDER	Weight	STATUS QUO	CONSOLIDATE IN-HOUSE	CONSOLIDATE IN HOUSE - SEPARATE DELIVERY TEAM	IN HOUSE POLICY, ASDV FOR DELIVERY	IN HOUSE DELIVERY, ASDV FOR STRATEGY & ENABLING	TWO SEPARATE ASDVs, POLICY & DELIVERY	ONE COMBINED ASDV	OUTSOURCE	STRATEGIC PARTNRESHIP (JV)	COMPANY LIMITED BY SHARES	COMPANY LIMITED BY GUARANTEE	CIC LIMITED BY SHARES	CIC LIMITED BY GUARANTEE	CHARITY	IPS	COOPERATIVE OR MUTUAL	LLP
Local and National Strategic Fit	Fit to current vision/policy Flex with Gov't policy changes, devolution, funding Commissioning Council Residents First	25%	4	5	3	4	3	3	7	7	6	This is the only form that retains a control and has the ability to generate profit	Eliminated since it will always be broadly the same as a company limited by shares but will score lower on the strategic element since it goes against the councils Charging & Trading Strategy	Eliminated since it is controlled by it's members rather than the council - Teckal exemption would therefore not apply hence forcing a competitive procurement	Eliminated since it is controlled by it's members rather than the council - Teckal exemption would therefore not apply hence forcing a competitive procurement	Excluded due to full loss of control by the Council	Eliminated since: Control lost to trustees, therefore Teckal exemption would not apply; remuneration levels must be justified in the context of benefiting the community: staff could perceive a risk as co-owners • Less control due to need to demonstrate community focus in everything	Eliminated since its staff would have a major element of control rather than the council - Teckal exemption would therefore not apply hence forcing a competitive procurement	Eliminated since LLPs are not a vehicle available to the Council as they are not permitted as a trading vehicle under section 95 of the Local Government Act 2003.
Employment & HR	Staff friendly/beneficial? Maintaining employment Job sharing Upskilling	10%	5	6	4	3	3	2	8	6	6.5								
Customer impact	Quality & range of services Behaviour change Education	20%	6	7	4	3	3	2	8	7	6.5								
Risk & Governance	Level of risk exposure Loss of control/influence Reputational risk	10%	5	6	4	3	3	2	6	2	4								
Timetable	Timing - within 6 months? Scale of effort to change	10%	10	9	8	6	5	4	7	4	5								
Efficiency & effectiveness in delivering economic prosperity	Reduce demand on council services Increase productivity Increase tax revenue Increase employment	25%	6	7	5	5	5	4	8	7	7								
TOTALS		100%	5.70	6.50	4.40	4.05	3.70	2.95	7.45	6.10	6.10								

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APPENDIX 2

CHESHIRE SKILLS & GROWTH CURRENT SERVICES & FUNCTIONS TO TRANSFER

14+ Skills and Lifelong Learning

Adult and Community Learning

- ✓ Improve the personal and employability skills of eligible adults over 19 by:
 - procuring and delivering Community Learning programmes including; Health and Wellbeing Programmes; Taster/Engagement Programmes and Longer Programmes Leading to Employment Outcomes.
- ✓ Procure and deliver accredited qualification based programmes funded through the Adult Skills Budget.

Young People

- ✓ Support the development of personal and employment readiness skills in young people by working closely with schools, colleges and training providers to shape and influence careers education information advice and guidance.
- ✓ Drive up the demand for apprenticeships from employers and the supply of suitable young people.
- ✓ Drive up demand for STEM subjects linked to high growth/value areas

Major Projects

- ✓ Provide specialist programme and project management for complex and technical projects to drive economic growth in the key thematic areas of Energy/ Low Carbon, Science, Technology: Superfast Broadband, Creative & Digital, alongside effective and responsive 'problem solving' to support the growth ambitions of other key sectors, including developing evidence bases for future sectors - Advanced Manufacturing, Agri Tech, etc.
- ✓ Develop the funding and investment pipeline for the Council, whilst influencing, persuading and informing partners to invest their resources in a way that maximises economic growth
- ✓ Maintain and enhance strategic relationships with key public and private sector stakeholders ensuring that Cheshire East's commercial objectives are aligned.
- ✓ Deliver flagships projects such as Connecting Cheshire, Fairerpower, Geothermal District Heating and Alderley Park.

Business Engagement & Inward Investment Services

Business Engagement

- ✓ Deliver a programme of activity to support growth, increase productivity, encourage the creation of new jobs and minimise threats to Cheshire East's Top Strategic Investors & High Growth Small to Medium Enterprises.
- ✓ Target Strategic investors and high growth SME's with the potential to make an impact on the GVA output of Cheshire East with a focus on business in the energy, technology and science sectors.

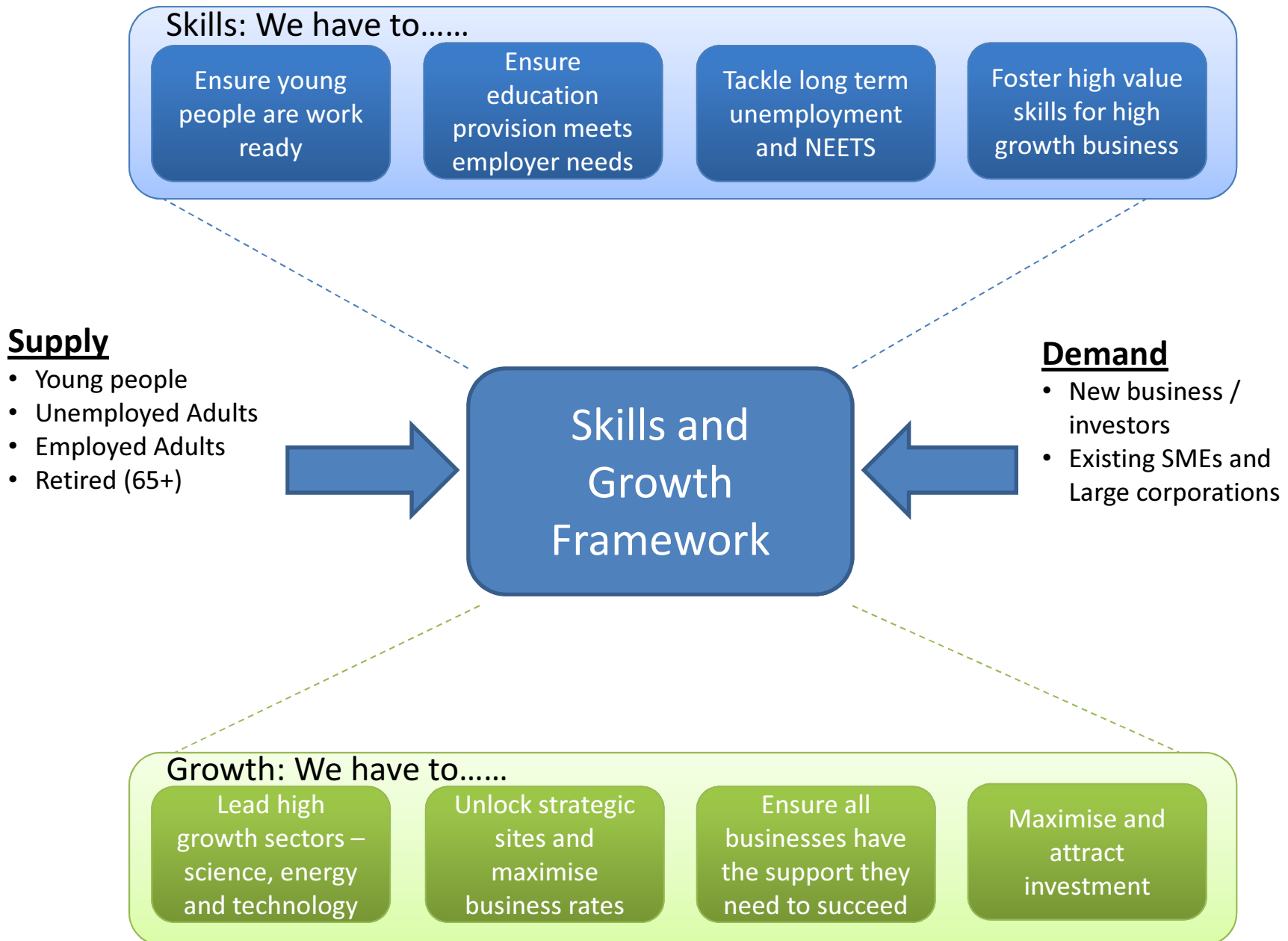
Inward Investment.

- ✓ Develop and deliver a programme of activity to encourage and secure new investment from business looking to relocate or expand
- ✓ Secure financial investment in key infrastructure and assets with a focus on the priority sectors of Science, Energy & Technology to create high value jobs.
- ✓ De-risk the investment process for companies committed to investing in Cheshire East through effective support and advice, and identification of funding.

Enabling Development.

- ✓ De-risk and enable developments to ensure a sufficient pipeline of employment land and suitable assets to support Cheshire East's growth ambitions.
- ✓ Maximise the opportunity to generate additional revenue through increased business rate income.
- ✓ Focus development on Cheshire East's strategic sites.

Appendix 3: Cheshire Skills and Growth Company - Framework



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APPENDIX 4 – SWOT ANALYSIS

The tables below identify the relative strengths, weaknesses, opportunities and threats associated with each service. These will be revisited and updated as the project develops.

Skills Provision

Strengths:

- High attainment and skills across the Borough – increasing year on year at all levels
- Low unemployment rates (<4%)
- Low NEETs
- High quality of current service provision (Cheshire East Lifelong Learning) recognised by Ofsted
- Well established commissioning practices and local supply chain (e.g. CELL)
- High Skills is a priority of the LEP and C&W governance is in place
- Raising the Participation Age (RPA)
- Matrix standard achieved - a quality assurance kitemark for providing advice and guidance
- UTC development in Crewe
- CEC Sector priorities – Science, Advanced Manufacturing, Digital, Financial Services, Digital and Create, Agri-Tech
- Community Hub proposals provide outreach services

Threats:

- There are significant skills policy and funding challenges expected nationally
- Adult Skills budgets and Community Learning budgets will be cut
- Areas Based Reviews might threaten local Higher Education provision
- There could be a trainings/skills provision gap between the current operational programme and 2015-2020 due to a gap in contracts between the Ops.
- Local Plan – sustaining the forecast housing and employment demands – how will these be catered for
- Attainment at 14-16 years old is already good. There is a question of the 'value add' at 16-19 year old
- Fragmented landscape of education delivery with free market approach. Questionable if impartial advice is being given

Weaknesses:

- Services are fragmented and not joined up
- Little or no capacity to support people in employment
- Better joined up working with Higher and Further Education could be achieved
- Links between academic institutions and employers need strengthening
- Limited or few degree-level apprenticeships available in STEM subjects, especially science and Maths. Mismatch with strategic priorities of CEC
- Young people don't have the necessary skills employers are looking for and there is an under supply for lower and middle level apprenticeships
- Services are not currently resourced to 'respond' to direct evidence of the employment needs of an individual citizen
- Attainment for care leavers is lower than is desirable
- Intelligence about the 19+ cohort is weak
- No central customer records system to manage customers
- Data sharing with Government is very difficult
- Limited labour market intelligence and future skills forecasting
- Careers Advice and Guidance is not of a highly consistent standard
- Young people and parents do not fully appreciate what an apprenticeship is
-

Opportunities:

- Securing European Social Fund (ESF) funding to deliver higher level skills programme and CEAIG
- Securing technical assistance support to develop European funding opportunities
- Further developing the CEC Employment Pledge Model
- Develop a skills and employment outcome plan for CEC
- Propose an institute of technology in rail and engineering
- Develop an integrated delivery model between 14+ skills team and Business Engagement Team
- Establish a skills and employment forum with employers
- Digital Inclusion and skills – move council services online to 'digital by default'.
- Focus on skills centred around key growth

- Need to have the right courses in the right locations and with an appropriate cohort size to avoid young people missing out
 - Aging demographic makes it difficult to attract a young workforce (pressure of replacement demand)
 - There is no funding and provision targeted at upskilling those already in employment
 - Cuts to Adult Skills Budget (this year 24%)
 - Tighter policy by 2017/18 all apprenticeships should be delivered to higher standards, thus putting off some employers
 - Move from grants to employer co-investment and employer routed funding
 - Employers don't understand the funding model and approach
 - CEC perceived to be a well performing and wealthy borough making it difficult to secure funding/grants
 - The capacity to support skills and apprenticeships no longer matches the need to increase productivity
 - The majority of apprenticeships are delivered by a single employer
 - Approval from the SFA is required for a company to be an RTO, plus approval is required to allow for secondary level sub contracting
- opportunities including rail, science, digital and advanced manufacturing
 - Data sharing pilot with DWP
 - Partners (neighbouring authorities) commissioning new company to deliver employment mentoring support
 - Aggregating employer demand and matching to training/skills provision using sector groupings
 - Capturing the benefits associated with HS2
 - skills provision for C&W – on behalf of the LEP
 - Directly influencing national skills programmes delivered by the Skills Funding Agency, Big Lottery and DWP
 - Re-engineering delivery given the replacement of Job Seekers allowance with a Youth Allowance
 - Devolution agendas - further powers and control of skills spending as part of Cheshire and Warrington Growth Deal
 - Devolution of skills funding from Government
 - Develop a Learning Cooperative
 - Selling data/intelligence on skills base provision back to National Government

Investment, Growth & Employment

Strengths:

- Legislation states no rise in VTA, NI or IT
- Increasing minimum wage to £8
- Strong political support for economic growth and sector strengths
- Strong demand from businesses for employment land (B2 + B8), especially in the north of the borough
- Growth sector assets – AP, Hurdsfield, Jodrell Bank, Science Corridors
- The borough has a large number of businesses and good diversity including major multinationals, with strong entrepreneurial spirit
- Strong sectors for high skills/productivity (Science, Energy, Technology)
- High quality environment
- Internationally recognised assets e.g. Jodrell Bank
- Strong performing economy and well functioning labour market
- Good relationships and credibility with existing business base
- The business base, by and large, is highly productive

Threats:

- Employment land in the pipeline is not ready deliverable (e.g. no services/infrastructure). Issue with meeting current demand
- Current state of the market is more profitable for housing rather than employment
- Not enough labour supply for key sectors(e.g. care, construction, science)
- Previous 10 years of growth has been lead by public sector. This will not be the case for the next 10 years, which will require private sector growth at a level never previously seen.
- Aging workforce and demographics
- The North West Fund and Evergreen Fund could be delayed (gap in provision) while they are reprocurd
- Stability of major employers in Cheshire East e.g. Bentley, Barclays
- Attracting high growth and high value business is counter to high business rates
- Private sector growth not always spatially aligned with the council
- Other regions are 'upping their game' – risk of being left behind
- Businesses could chose to locate elsewhere if opportunities are not captured
- Other business engagement and investment businesses could win business in Cheshire East

Weaknesses:

- Limited 'oven ready' employment land available. Demand sometimes out stripping supply
- Previous 10 years have seen a decline in Information and Communication and Manufacturing jobs
- Historic jobs growth has been led by the public sector
- Business Incubator offer does not match with high growth sectors and are not being maximised
- Limited effective engagement with businesses historically (only 1 in 10 have received support, compared with 1 in 3 in Manchester)
- Historic position to attract inward investment has been weak

Opportunities:

- Increased business rates - pooling pilot / national 100% retention
- BIDS/Enterprise Zones
- Business Rates Review 2016
- Stimulating the Development market
- Structural and Government funding opportunities relating to key priorities
- Bringing forward employment land, possibly supplying of council land
- Work with more businesses to help them grow
- Maximising land asset strengths / natural resources e.g. Geothermal
- Major growth projections associated with opportunities around science and HS2, LEP, and Northern Power House
- International Inward investment through UKTI + others
- Integrating business engagement with skills
- Develop commissioning relationships with Manchester
- Strategic partnerships – LEP plus other regions
- HS2 Supply chain and sector growth
- Employment growth is forecast to be 0.7%
- TIF model – business rate pooling
- Review of Business incubators to improve effectiveness
- Income through services to businesses and sponsorship
- Helping businesses to grow by working with them to secure grants and loans
- Influencing government and key stakeholders to

bring funding and growth into Cheshire East - specifically in high growth sectors

- Working with high growth sectors (e.g. digital and creative, Advanced manufacturing) to stimulate growth
- Centralising employment and labour market intelligence
- De-risking investment opportunities and accelerating the delivery of sites for employment

Current Cost of Service, Forecast Trading Position Year 1 and impact of implementing growth proposals
Detailed expansion of table 6 high level business case

STATUS QUO	Service budget 15-16	Year 1 16-17	Year 2 17-18	Year 3 18-19	Year 4 19-20	Year 5 20-21	(Saving) or Growth 5 year
	£000	£000	£000	£000	£000	£000	£000
Income	£000	£000	£000	£000	£000	£000	£000
Fees & Charges	0	0	0	0	0	0	0
CEC Management Fee	2,082	2,085	2,082	2,082	2,082	2,082	(3)
Loss of income - ASB & CL grants shown separately from Management fee	0	(56)	(147)	(225)	(291)	(344)	1,063
Retained by CEC for direct payment		(190)	(330)	(287)	(251)	(220)	1,278
Total Income	2,082	1,839	1,605	1,570	1,540	1,517	2,339
Expenditure	£000	£000	£000	£000	£000	£000	£000
Staffing Costs - direct	981	832	981	981	981	981	(149)
Other direct costs	788	780	341	321	304	293	(1,902)
Total Direct Cost	1,769	1,612	1,322	1,302	1,285	1,274	(2,051)
Gross Profit	312	226	283	267	254	243	287
Other running costs							
Staffing costs - indirect	173	147	173	173	173	173	26
Other running costs	139	91	139	139	139	139	48
Total Indirect Costs	312	238	312	312	312	312	75
Net Profit (loss)	0	(11)	(29)	(45)	(58)	(69)	(213)

New Company impact							
SECTION REDACTED DUE TO COMMERCIAL CONFIDENTIALITY							
	0	(78)	(78)	(78)	(78)	(78)	(390)
Total net impact of Company activity	0	(38)	47	121	153	148	431
Adjusted Net Profit / (Loss)	0	(49)	17	76	95	79	218

Benefits to Cheshire East Council (not directly to the ASDV - indirect influence)							
SECTION REDACTED DUE TO COMMERCIAL CONFIDENTIALITY							
Total of other savings	0	0	319	956	1,593	2,230	5,098
Benefits to the public purse (not directly to the ASDV - indirect influence)							
SECTION REDACTED DUE TO COMMERCIAL CONFIDENTIALITY							

Notes
Figures for 2016-17 reflect Lifelong Learning transferring with effect from 1st September 2016
2016-17 reduced for 6 months only for Lifelong Learning / ASB . Also Includes £500k additional budget for developing skills in 2016-17
ASB & CL reduction in grant (6 months only in 2016-17) Amount of grant retained by CEC for payment to 3rd parties falls in direct proportion to the reduction in the grant available (6 months only for 2016-17)
Total loss of income over 5 years
ASB reduction in grant and retention by CEC links to reduction in delivery costs. Costs relating to £500k additional budget in 2016-17 are included here
Gross profit figure reduced due to ASB
Net profit figure deteriorated due to impact on top slice / margins of ASB grant.

total benefit of company
net variance from current position

Total of other savings	0	1,019	1,108	1,408	1,486	1,589	6,611
Savings associated with ASDV, Cheshire East and benefits to the public purse	0	970	1,125	1,484	1,581	1,668	11,926
GVA generated							
SECTION REDACTED DUE TO COMMERCIAL CONFIDENTIALITY							
Total GVA generated	0	103,853	103,853	103,853	103,853	103,853	519,266

Please give details about assumptions made above relating to current costs, anticipated variations to expenditure and income in Year 1 of ASDV and what is included in expenditure and income in respect of growth. Please also include any adverse impacts that may occur such as corporation tax/VAT and any impact on the trading position that may occur if the ASDV is not established.

No provision has been made for salary increases since the figures above solely illustrate the difference between staying within the council and moving to a WOC. It is assumed that any pay increases would be identical. Therefore the figures above are at current prices and exclude any inflationary increase, career advancement or performance pay.

Companies budget has been increased by £83k, from 2016/17, to reflect the cost of Directors Remuneration (£15k), Insurance (£5k) Audit Fees (£10k), Marketing (£25k) and Pensions deficit (£23k).

Loss of income - Amounts available from the Skills Funding Agency/ EFA are expected to reduce and consequently a reduction in ASB and CL grants has been built in: £56k in 16/17 (6 months only), £147k in 17/18. Assumed reductions from 18/19 onwards continue at similar rate. Note that impact on service is only 20% as 80% would be mitigated by reducing the amount used to fund external providers.

Retained by CEC (because of the restrictions imposed by the Skills Funding Agency / EFA)- Of the ASB and CL grants a proportion will be retained by CEC to pay third parties directly (approximately 54%).

For projects such as Geothermal, Fairer Power and Connecting Cheshire budget costs are recurrent for the entire life of the project. e.g. there is currently a commitment of £140k per annum by CEC to cover the project costs for delivering the OVO contract for the remainder of that contract (4 years). The amounts payable per project to Skills and Growth will be reviewed as part of the annual management fee negotiations to ensure that the company can continue to deliver these projects.

Business rates and GVA are based on the creation of an additional 800 jobs each year. The underlying statistics on which the calcluations are based are taken from Ekosgen using ONS and Cheshire East Council data and http://neweconomymanchester.com/stories/832-unit_cost_database

The rationale behind the benefits to the public purse are described on a separate tab.

Business rates - during next year CEC will be able to retain approx 77.5% of the growth of anything over and above our stretch growth target of 0.5%

It should be noted that a number of the profit streams will arise from commercial activity and therefore the company may become liable for corporation tax in due course.

Appendix 6 - Proposed Performance Framework Measures

Note 1: The ASDV will only have indirect influence on some of these

Note 2: This list is provisional only and will be refined as part of contract negotiations.

Note 3: Baseline figures and targets to be agreed for all measures - Details shown below indicate current situation in respect of contract development

Corporate Reference	Measure	Baseline	Target
2.1.0 (LOM210)	Increase GVA for Cheshire East		
2.1.01 (LSM211)	Increase 1-year business survival rate	2013/14 - 90.7%	92% by 2016
2.1.03 (LSM213)	Number of new jobs created (Annual Measure)	Baseline 2012 - 173,500; Target 2013 - 174,500	2,900 by 2016
2.2.01	Increase number of apprenticeships		
2.2.02 (LSM222)	Increase Cheshire East's employment rate so that it exceeds the sub-regional rate	96.80%	97%
2.2.03 (LSM223)	Increase number of adults with NVQ3 or above	2011 baseline 56.7%	58% by 2016
2.4.0 (LOM240)	From April 2013 to March 2016, Cheshire East new Business Births will increase by 200		200
2.4.01 (LSM241)	To engage with 40 key Business Accounts each year		40
2.4.02 (LSM242)	To deliver >12-hours of digital/ICT support to individual Cheshire East Businesses	2012 - zero	900 by 2016
2.4.03 (LSM243)	Business Investment enquiries supported per annum		200
2.4.04 (LSM244)	To increase new commercial floor space developed	2012/13 - 26,900m2	31,145m2 by 2016
3.2.05	New measures being baselined: - Graduate employment level		
3.3.0	Young people achieve their aspirations in their transition to adult life including work readiness		
3.3.01 (NI 117)	Decrease the number of NEETs and Not Known's	2012/13 - 5.1%	2013/14 - 4.9%
3.3.02	Increase Year 11 with guaranteed offer of employment or training		
3.3.03	Increase apprenticeship applications which progress to successful starts		
3.4.05	People with disability or long term illness are supported to access adult education and vocational courses		
3.4.06 (ASCOF 1B)	Adults with illness and/or disability are able to develop skills and coping strategies to live full and active lives	2012/13 - 77.7%	Annual target 80%
6.2.01	Putting Cheshire East businesses first by increasing the % of non-pay spend that is channelled directly through local (Cheshire & NW) SMEs (Small and Medium sized Enterprises).		
tbc	Rural Enterprise - need to review business support and new start business in first year and then set targets for consecutive years		
tbc	Increase proportion of residents changing energy suppliers through 'Collective Switching Schemes'	2013/14 - 7.9%	20% by 2016
tbc	We will help to reduce the number of local households in fuel poverty (PHOF 1.17) ahead of NW Average of 12.5%)	2013/14 - 11.6%	10.5% by 2016
tbc	Increase total waste arisings sent for energy recovery	2014/15 Q4 - 15.12%	16% by 2016
tbc	14+ SKILLS - to procure and deliver Community Learning across Cheshire East: Measured by Learner numbers enrolled on community learning courses Community Learning Expenditure		
tbc	14+ SKILLS - to procure and deliver Adult Learning across Cheshire East: measured by Learner numbers enrolled on ASB provisions Income earned on ASB provision Retention rates Achievement rates Success rates	Income - £244k Retention rates - 94% Achievement - 85% Success - 80%	

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RISK LOG

PROJECT/PROGRAMME TITLE	CHESHIRE SKILLS & GROWTH	
OBJECTIVE	To create (by 1st April 2016) an efficient, effective and profitable Wholly Owned Company , limited by shares, for the delivery of the Council's skills & growth services which support a strong and resilient economy and ensure that citizens have the life skills, education and opportunity to thrive.	
Completed by:	Project Board	

17/10/2015

Risk No	Risk Type	Scope of Risk (Detail)	Gross Score (without controls)			Existing Controls	Net Score			Risk Treatment and Control Measures to be introduced	Anticipated Score			Officer Responsible for Risk	Would this happen anyway?	Is this commercially sensitive?
			Likelihood	Impact	Total Score		Likelihood	Impact	Total Score		Likelihood	Impact	Total Score			
			L	I	LxI		L	I	LxI		L	I	LxI			
CoR1	COMPANY THREAT	There is a risk that the best form of company is not created resulting in either legal challenge or a restricted ability to trade leading to failure to deliver against the key objectives	4	4	16	Learning from other ASDVs Internal legal advice	3	4	12	Incorporating external legal advice and learning from other LAs	2	4	8	Julian Cobley	No	No
CoR2	COMPANY THREAT	There is a risk that governance, management or contractual arrangements do not allow for decisions to be taken at the appropriate levels or by appropriate people resulting in detrimental impact to service delivery and failure to deliver against the Council's ability to achieve its key community outcomes	4	4	16	Awareness only at this stage	4	4	16	Robust negotiation of contractual and governance arrangements plus developing the understanding of the ICF role	3	4	12	Julian Cobley	No	No
		REDACTED														
CoR4	COMPANY THREAT	Lack of understanding or awareness of the impact of commissioning decisions give rise to cost overruns for the ASDV resulting in inefficient delivery and loss of profitability and ineffective delivery	4	4	16	Awareness only at this stage	4	4	16	Robust negotiation of contractual and governance arrangements plus developing the understanding of the ICF role	3	3	9	Julian Cobley	No	No
CoR5	COMPANY THREAT	There is a risk that information sharing protocols between CEC and the new company are either not in existence, inadequate or are breached leading to legal challenge and possible financial penalties which negatively impact to ongoing commercial viability of the company	4	4	16	Contractors are currently required to agree to appropriate standards, obligations which will be transferred	3	3	9	Close monitoring of contract adherence and inclusion of relevant terms and conditions	3	3	9	Julian Cobley	No	No
		REDACTED														
		REDACTED														
CoR8	COMPANY THREAT	There is a risk that the new management structures required for combining services are not established correctly leading to inadequate or conflicting controls and scheme of delegation together with poor identification of TUPE eligibility resulting in poor performance, staff dissatisfaction and potential challenge	4	4	16	Awareness	4	4	16	Identify, challenge and implement new structures in advance of go-live	2	2	4	Julian Cobley	No	No

CoR9	COMPANY ISSUE	There is a risk that SFA grant funding cannot be delegated to the company leading to failure of capability to operate against contractual commitments	4	4	16	Awareness	4	4	16	Explore with both legal services and funding agencies regarding correct options, amend plans to suit	3	4	12	Julian Cobley	No	No
		REDACTED														
CoR11	COMPANY THREAT	There is a risk that the marketing and promotional budget is underestimated and the true cost of running the service is not accurately represented in the business case leading to inability of the company to deliver against its performance targets	3	4	12	Awareness	3	4	12	Ensure through consideration of detailed budget breakdowns and proper base lining of service functions and costs. Ensuring communications strategy developed prior to company set up	2	2	4	Julian Cobley	No	No
CoR12	COMPANY THREAT	There is a risk that the pensions deficit treatment according to accounting standard IAS19 is misunderstood by investors/partners leading them to think the company is not profitable thereby restricting investment and growth opportunities and the missing of performance and budget targets	3	3	9	Awareness	3	3	9	Ensure future accounts emphasis that this is purely presentational and that liabilities will not have to be repaid - the ASDV will only need to make the contributions advised by the pension fund	2	2	4	Julian Cobley	No	Yes
CoR13	COMPANY THREAT	There is a risk that a new ASDV will be perceived negatively by employers and training providers leading to an actual reduction in service effectiveness and delivery	2	3	6	Awareness	2	3	6	Effective stakeholder engagement and relationship management	1	2	2	Julian Cobley	No	No
		REDACTED														
CoR15	COMPANY THREAT	There is a risk that continuing success in improving skills and job opportunities leads to the perception that the whole borough is prosperous meaning it is difficult to obtain funding to direct at remaining areas of deprivation	3	3	9	Awareness	3	3	9	Develop effective messaging emphasising micro-level disparities to influence strategic decision makers	2	2	4	Julian Cobley	Yes	No
		REDACTED														
		REDACTED														
CoR18	COMPANY THREAT	There is a risk of a data protection breaches and information sharing protocol failures and other legal requirements resulting in legal challenge and financial penalties	4	4	16	Awareness	4	4	16	Provide training, ensure appropriate protocols are in place	2	3	6	Julian Cobley	No	No
CoR19	COMPANY THREAT	There is a risk that the company does not have the necessary financial resources available to adequately equip itself with the advice and guidance to appropriately set up the company to best effect leading to failure to deliver expected outcomes.	3	3	9	Awareness	3	3	9	To secure further year one funding or build into the company's financial model	2	2	4	Julian Cobley	No	No
		REDACTED														
		REDACTED														
		REDACTED														
		REDACTED														
		REDACTED														
		REDACTED														
		REDACTED														

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EQUALITY IMPACT ASSESSMENT FORM

Equality impact assessment is a requirement for all strategies, plans, functions, policies, procedures and services under the Equalities Act 2010. We are also required to publish assessments so that we can demonstrate how we have considered the impact of proposals.

Section 1: Description

Department	Economic Growth & Prosperity		Lead officer responsible for assessment		Caroline Simpson	
Service	Investment, Employment and Skills		Other members of team undertaking assessment		David Laycock	
Date	12/10/2015		Version 2.0			
Type of document (mark as appropriate)	Strategy ✓	Plan	Function	Policy	Procedure	Service
Is this a new/existing/revision of an existing document (mark as appropriate)	New ✓		Existing		Revision	
<p>Title and subject of the impact assessment (include a brief description of the aims, outcomes , operational issues as appropriate and how it fits in with the wider aims of the organisation)</p> <p>Please attach a copy of the strategy/plan/function/policy/procedure /service</p>	<p>The creation of an Alternative Service Delivery Vehicle for Cheshire East's Skills and Growth services.</p> <p>In line with the Council's aim of becoming a strategic commissioning authority this proposal is about establishing a wholly-owned company that will offer 'Skills and Growth' services. This will create employment opportunities for all through :</p> <ul style="list-style-type: none"> • Skills and advisory services (e.g. Life Long Learning, 14+ Skills) • Economic policy, sectoral development and Major Projects (e.g. Science, Energy, Digital, Advanced Engineering, Agri-tech and Financial Services) • Business and Enterprise Growth (e.g. Business Engagement, inward investment, high growth business support programmes) <p>The project will contribute to the following outcome and priorities specified in the Council's 3 year plan: <u>Outcome 2:</u> Cheshire East has a strong and resilient economy. <u>Outcome 3:</u> People have the life skills and education they need to thrive. <u>Priority 7:</u> Re-shaping the organisation – 7.6 Develop resilient communities This document forms part of the Detailed Business Case for the proposal which sets out the plan fully.</p>					

EQUALITY IMPACT ASSESSMENT FORM

Who are the main stakeholders? (e.g. general public, employees, Councillors, partners, specific audiences)	<ul style="list-style-type: none"> • Members of the general public who may use Cheshire Skills and Growth i.e. those who are unemployed, young offenders, school leavers • Schools / Colleges/ Training Providers • Job centres • Employers, investors and developers • Councillors and the Council • Employees of the Investment, Skills and Growth services • Government departments and Cheshire and Warrington LEP
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Section 2: Initial screening

Who is affected? (This may or may not include the stakeholders listed above)	<ul style="list-style-type: none"> • Members of the general public who may use Cheshire Skills and Growth i.e. those who are unemployed, young offenders, school leavers • Schools / Colleges/ Training Providers • Job centres • employers, investors and developers • Councillors and the Council • Employees of the Investment, Skills and Growth services • Government departments and Cheshire and Warrington LEP
Who is intended to benefit and how?	<ul style="list-style-type: none"> • Service users will benefit from a wider range of services being on offer which will increase their skill base and employment opportunities. • The Council /company will benefit from the freedom to operate in a less bureaucratic way, delivering efficiency savings and with the potential to develop new, more effective service offerings. The Council will also benefit from an increase in grants and taxes (e.g. business rates) provided by an increase in businesses in the area.
Could there be a different impact or outcome for some groups?	<p>There will be no negative impact for any group as this project is aiming to increase service user skills and employment opportunities for all. The target group may benefit positively from this due to the increase in skilled jobs and opportunities and a decrease in the socio-economic gap.</p>
Does it include making decisions based on individual characteristics, needs or circumstances?	<p>Yes – the target groups will be the focus of the company in order for them to benefit positively from the project. This will in turn have a positive impact for the wider Cheshire East community due to the increase in skilled workers and jobs within the borough.</p>

EQUALITY IMPACT ASSESSMENT FORM

Are relations between different groups or communities likely to be affected? (e.g. will it favour one particular group or deny opportunities for others?)			Yes – there will be positive benefits felt across communities due to an increase in prosperity and the anticipated cohesion across socio-economic groups from the increase in skilled jobs within deprived areas.								
Is there any specific targeted action to promote equality? Is there a history of unequal outcomes (do you have enough evidence to prove otherwise)?			One of the projects key aims is to reduce inequality by reducing the socio-economic gap felt within communities by providing the more deprived areas and people with the skills to acquire higher skilled jobs which in turn will attract more businesses into the area which will increase overall prosperity.								
Is there an actual or potential negative impact on these specific characteristics? (Please tick)											
Age	Y	N ✓	Marriage & civil partnership	Y	N ✓	Religion & belief	Y	N ✓	Carers	Y	N ✓
Disability	Y	N ✓	Pregnancy & maternity	Y	N ✓	Sex	Y	N ✓	Socio-economic status	Y	N ✓
Gender reassignment	Y	N ✓	Race	Y	N ✓	Sexual orientation	Y	N ✓			
What evidence do you have to support your findings? (quantitative and qualitative) Please provide additional information that you wish to include as appendices to this document, i.e., graphs, tables, charts										Consultation/involvement carried out	
										Yes	No
Age	This project is looking to increase skilled employment opportunities and give people the skills needed to acquire these jobs. This will increase cohesion of all groups and in particular the proposed target groups. This in turn will attract more businesses into the area which will increase overall prosperity.										
Disability											
Gender reassignment											
Marriage & civil partnership											
Pregnancy & maternity											

EQUALITY IMPACT ASSESSMENT FORM

Race				
Religion & belief				
Sex				
Sexual orientation				
Carers				
Socio-economic status				
Proceed to full impact assessment? (Please tick)	Yes	No <input checked="" type="checkbox"/>	Date 01/07/2015	

No negative impacts have been identified as part of the Equality Impact Assessment. The project's purpose is to provide positive impacts.

If yes, please proceed to Section 3. If no, please publish the initial screening as part of the suite of documents relating to this issue

EQUALITY IMPACT ASSESSMENT FORM

Section 3: Identifying impacts and evidence

This section identifies if there are impacts on equality, diversity and cohesion, what evidence there is to support the conclusion and what further action is needed

Protected characteristics	Is the policy (function etc....) likely to have an adverse impact on any of the groups? Please include evidence (qualitative & quantitative) and consultations	Are there any positive impacts of the policy (function etc....) on any of the groups? Please include evidence (qualitative & quantitative) and consultations	Please rate the impact taking into account any measures already in place to reduce the impacts identified High: Significant potential impact; history of complaints; no mitigating measures in place; need for consultation Medium: Some potential impact; some mitigating measures in place, lack of evidence to show effectiveness of measures Low: Little/no identified impacts; heavily legislation-led; limited public facing aspect	Further action (only an outline needs to be included here. A full action plan can be included at Section 4)
Age		Yes		
Disability	No			
Gender reassignment	No			
Marriage & civil partnership	No			

EQUALITY IMPACT ASSESSMENT FORM

Pregnancy and maternity	No			
Race	No			
Religion & belief	No			
Sex	No			
Sexual orientation	No			
Carers	No			
Socio-economics		Yes		
Is this project due to be carried out wholly or partly by contractors? If yes, please indicate how you have ensured that the partner organisation complies with equality legislation (e.g. tendering, awards process, contract, monitoring and performance measures) No				

EQUALITY IMPACT ASSESSMENT FORM

Section 4: Review and conclusion

Summary: provide a brief overview including impact, changes, improvement, any gaps in evidence and additional data that is needed			
Specific actions to be taken to reduce, justify or remove any adverse impacts	How will this be monitored?	Officer responsible	Target date
Please provide details and link to full action plan for actions			
When will this assessment be reviewed?			
Are there any additional assessments that need to be undertaken in relation to this assessment?			
Lead officer signoff		Date	
Head of service signoff		Date	

Please publish this completed EIA form on your website

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CSAG - GLOSSARY OF TERMS/ACRONYMS

ASB	Adult Skills Budget
C&W	Cheshire & Warrington
CELL	Cheshire East Lifelong Learning
CL	Community Learning
CQC	Care Quality Commission
CRM	Customer Record Management
CSAG	Cheshire Skills And Growth
DWP	Department for Work & Pensions
EFA	Education Funding Agency
ESF	European Social Fund
ESIF	European Structural & Investment Funds
FE	Further Education
FSB	Federation of Small Businesses
GVA	Gross Value Added
HE	Higher Education
HEFCE	Higher Education Funding Council for England
ILM	Institute of Leadership & Management
LEP	Local Enterprise Partnership
LLL	Life Long Learning
NEET	Not in Employment, Education or Training
OECD	Organisation for Economic Co-operation & Development
SFA	Skills Funding Agency
SME	Small & Medium Enterprise
TEC	Training & Enterprise Councils
YAS	Youth Advisory Service
YOT	Youth Offending Team

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CHESHIRE EAST COUNCIL

Cabinet Member for Regeneration and Assets

Report of: Property Services Manager

Subject/Title: Electric Vehicle Charge Points, Wilmslow, Congleton, Nantwich.

Date of Meeting: 7th December 2015

Portfolio Holder: Cabinet Member for Regeneration and Assets.

1.0 Report Summary

- 1.1 Cheshire East Council Secured Government grant funding for the provision of six Rapid Electric Vehicle Charging Points (EVCP's), within the Borough. The grant funding covered 75% of the costs of procurement, installation and maintenance of the units.
- 1.2 ABB Ltd, was appointed via the Council's procurement process to provide and Install the units. As part of this contract the Council required ABB to provide 25% of the funding. The Electric Vehicle Charging Units have therefore been provided at zero cost to Cheshire East.
- 1.3 In order to secure this funding, ABB partnered with an operator of EVCP (Engenie Ltd, and they require an assurance from the Council that they will be able to Operate the units for a reasonable tenure to secure a return on their investment.
- 1.4 As such, Cheshire East Regulatory Services are seeking consent to allow Cheshire East Council to grant fifteen year leases and a sub-lease to Engenie, to allow them to Operate six EVCP's on three of Cheshire East's Car Parks.

2.0 Decision Requested

- 2.1 To grant Engenie fifteen year contracted out FRI leases and sub-lease in relation to the three EVCP's sites on terms and conditions to be agreed by the Executive Director of Economic Growth and Prosperity.

3.0 Reasons for Recommendations

- 3.1 To enable Engenie to bring into use the EVCP at the three sites, and to ensure they have sufficient longevity on the sites, or adequate security of tenure should the sites become unavailable.
- 3.2 The alternative option for Cheshire East to manage, and operate the EVCP units is not feasible due to a lack of sufficient expertise and internal resource.

4.0 Wards Affected

- 4.1 Congleton West, Nantwich & South Stapeley, Wilmslow East.

5.0 Local Ward Members

- 5.1 Cllr P Bates, Cllr G Baxendale, Cllr G Hayes, Cllr P Groves, Cllr A Martin, Cllr R Menlove.

6.0 Policy Implications Including Carbon Reduction – Health

- 6.1 The provision of EVCP within the Borough is one part of an overall drive to incentivise the growth of ultra-low emission vehicles (ULEV). By changing a proportion of the overall vehicle fleet to ULEV there will be a positive benefit for Local Air Quality, carbon emissions and also health.

7.0 Financial Implications

- 7.1 The EV units have replaced six parking bays at each of the sites. Parking will be free at the EV units (for the correct category of vehicle whilst charging). The proposal from the operator will be to limit waiting in the bays to sixty minutes, after which the driver will need to move to a regular bay (and pay as normal), or move on.
- 7.2 For there to be parking revenue losses, the car parks would need to be at 100% capacity and people unable to park as a direct result of the loss of the parking bays at each site. Capacity on these car parks means other bays will be available.
- 7.3 The Council will receive 10% of the gross profit from each charging session. Based on a conservative five charging sessions per day per site (electricity tariff will apply 24/7/365), the estimated income could be in the region of £1,075 per year per site.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 The leases will be of a small part of the ground area in each car park on which each plug in post to be erected will stand. There will need to be an easement for supply of electricity to each post to enable it to function. The Car Park Orders will have to be amended to reflect the specified 'post' area and adjoining car parking spaces are subject to different parking regulations to enable the use to stop abuse of the facility.
- 8.2 The Council has the power to grant a lease of the land pursuant to S123 of the Local Government Act 1972, subject to any disposal for seven years or more being at best consideration that can be reasonable achieved.

9.0 Risk Management

- 9.1 In accordance with the legal advice provided above we perceive there to be no legal risk.

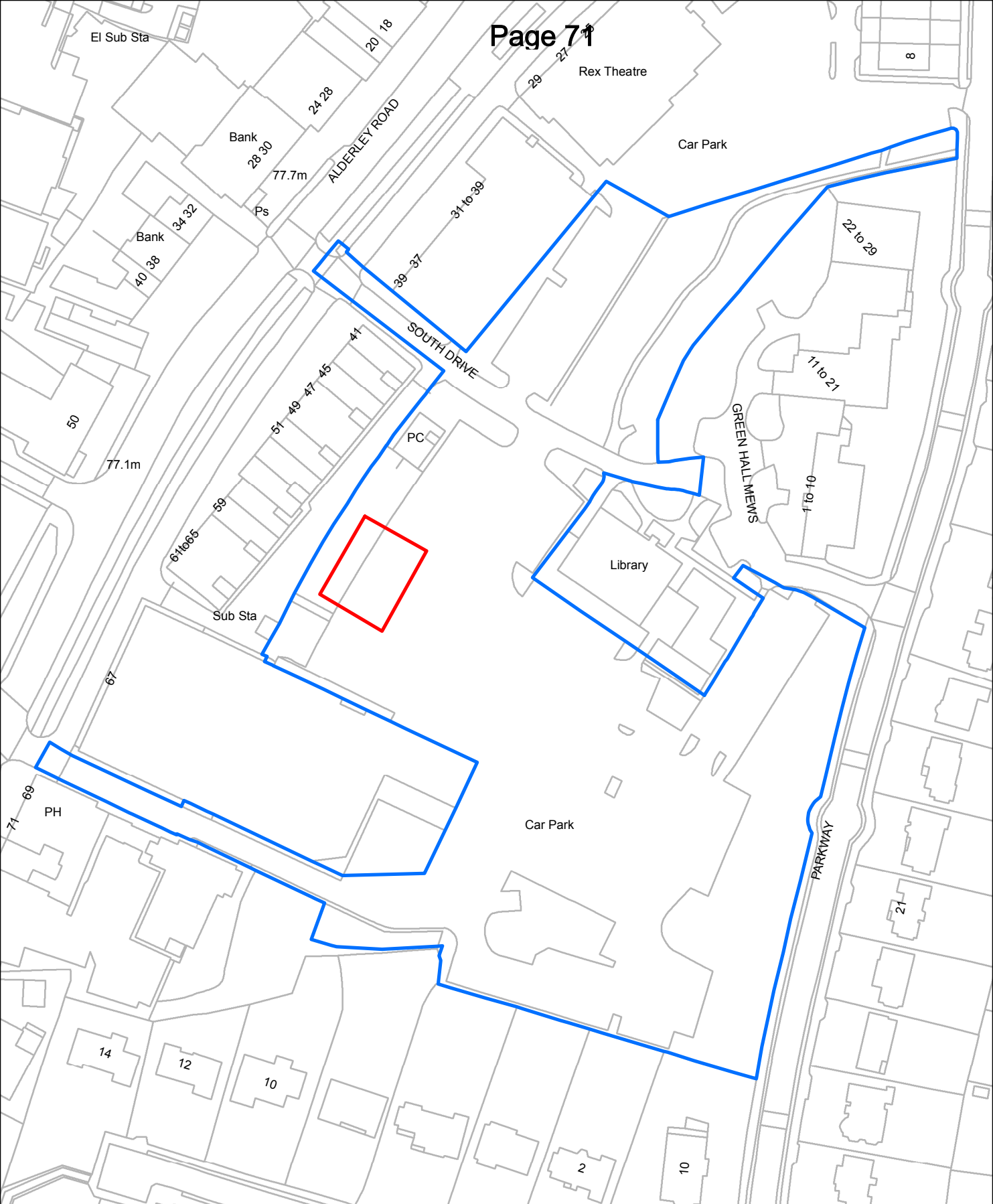
10.0 Background

- 10.1 Cheshire East Council has received a grant from the Office for Low Emission Vehicles towards the provision of six EVCP's and has identified three suitable locations within Cheshire East's ownership capable of facilitating two Electric Vehicle Charge Points on each site. The sites are located on South Drive Car Park Wilmslow, Princess Street Car Park Congleton and Love Lane Car Park Nantwich. Plans attached appendices 1, 2 and 3, the car parks edged blue and the proposed electric vehicle Charge Points edged red. Part of the Princess Street, Congleton site is subject to a to a 125 year lease from 25th March 1990, part of the site is outside of the demise but owned by the same organisation that owns the freehold of the leased area. Negotiations therefore will therefore be required with the landlord to regularise the use of the site.
- 10.2 Cheshire East Council Regulatory Services and Health have contracted with ABB Ltd a multinational corporation headquartered in Zurich, Switzerland, operating mainly in robotics and the power and automation technology to permit the provision and installation of six EVCP's on three Council owned car parks.
- 10.3 ABB will be responsible for maintaining the equipment and have engaged with Engenie who are a British Company based in London who propose making clean transport an accessible reality within this decade. They propose that Engenie will operate and manage the EVCP's on a twenty-four hour, seven day a week basis. Engenie will pay ten percent of the pre-tax profit to CEC on a quarterly basis in arrears.
- 10.3 The scheme is seventy-five percent funded by the Government and twenty-five percent funded by Engenie. ABB will be responsible for maintaining the equipment.
- 10.4 In order to regularise Engenie's occupation and allow them a return on their investment Engenie have requested fifteen year leases in respect of the land on which the EVCP's are located.

- 10.5 As the proposed leases are for longer than seven years they will have to be registered at the Land Registry and will need to be S.123 Local Government Act compliant. We propose fifteen year leases contracted out of Section 24 to 28 inclusive of the Landlord & Tenant Act 1954, with Landlord and Tenant break options on every fifth anniversary of the lease. We would seek to impose provisions to break should the contract terms be breached or come to an end early and include lift and shift provisions so that CEC could relocate the EVCP's should the land be required for any reason. It may be necessary that CEC grants wayleaves to utility companies in connecting the EVCP's to the main electricity supply. We would also seek to include a clause in the lease whereby the tenant ensures that the maximum period that any vehicle could remain on the charge site is ninety minutes.
- 10.6 The EVCP's will be metered separately and the tenant will be responsible for all outgoings.
- 10.7 We propose that on day one the EVCP equipment will become tenant's fixtures and fittings, belong to the tenant and will be the tenant's responsibility to remove and reinstate upon expiry / termination of the lease.
- 10.8 CEC's Civil Enforcement team manage CEC car parks and have been consulted as the sites are within designated car parking spaces and subject to car parking orders. The car parking orders will subsequently be changed to reflect the new provision.
- 10.9 The provision of EVCP's provides residents and visitors to the Borough with an Opportunity to utilise ultra-low emission vehicles. Increasing uptake of such vehicles reduces carbon emissions and improves local air quality. This meets the Council's aims of reducing carbon emissions, promoting sustainable transport, Growing healthy and sustainable communities.

11.0 Access to Information

- 11.1 The background papers relating to this report can be inspected by contacting the report writer:
Name: Adrian Williams
Designation: Senior Valuer
Tel No: 01270 686134



South Drive Car Park, Wilmslow

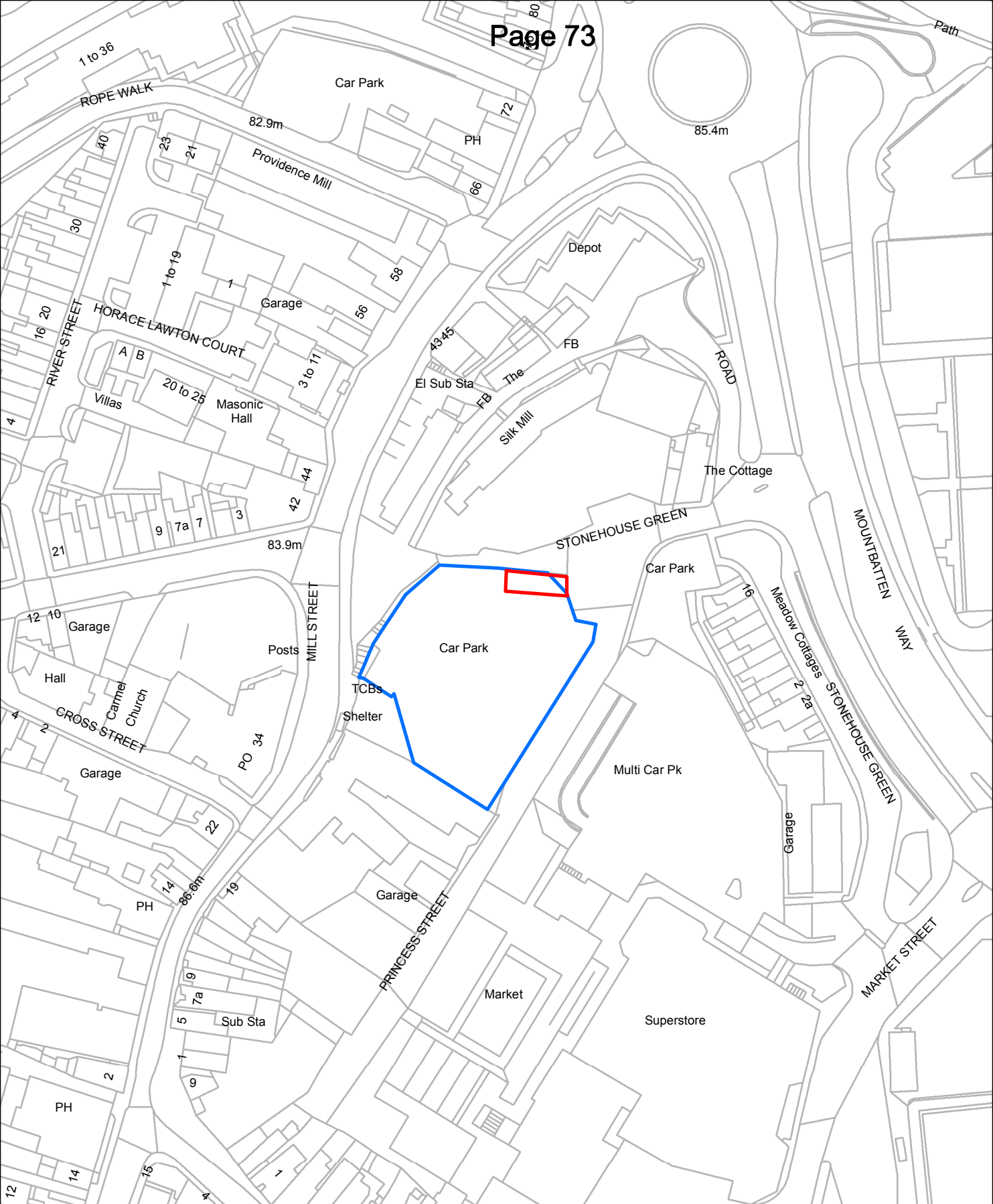
Map Ref: 33964 South Drive Car Park
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Princess Street Car Park, Congleton

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Date: 12th Nov 2015

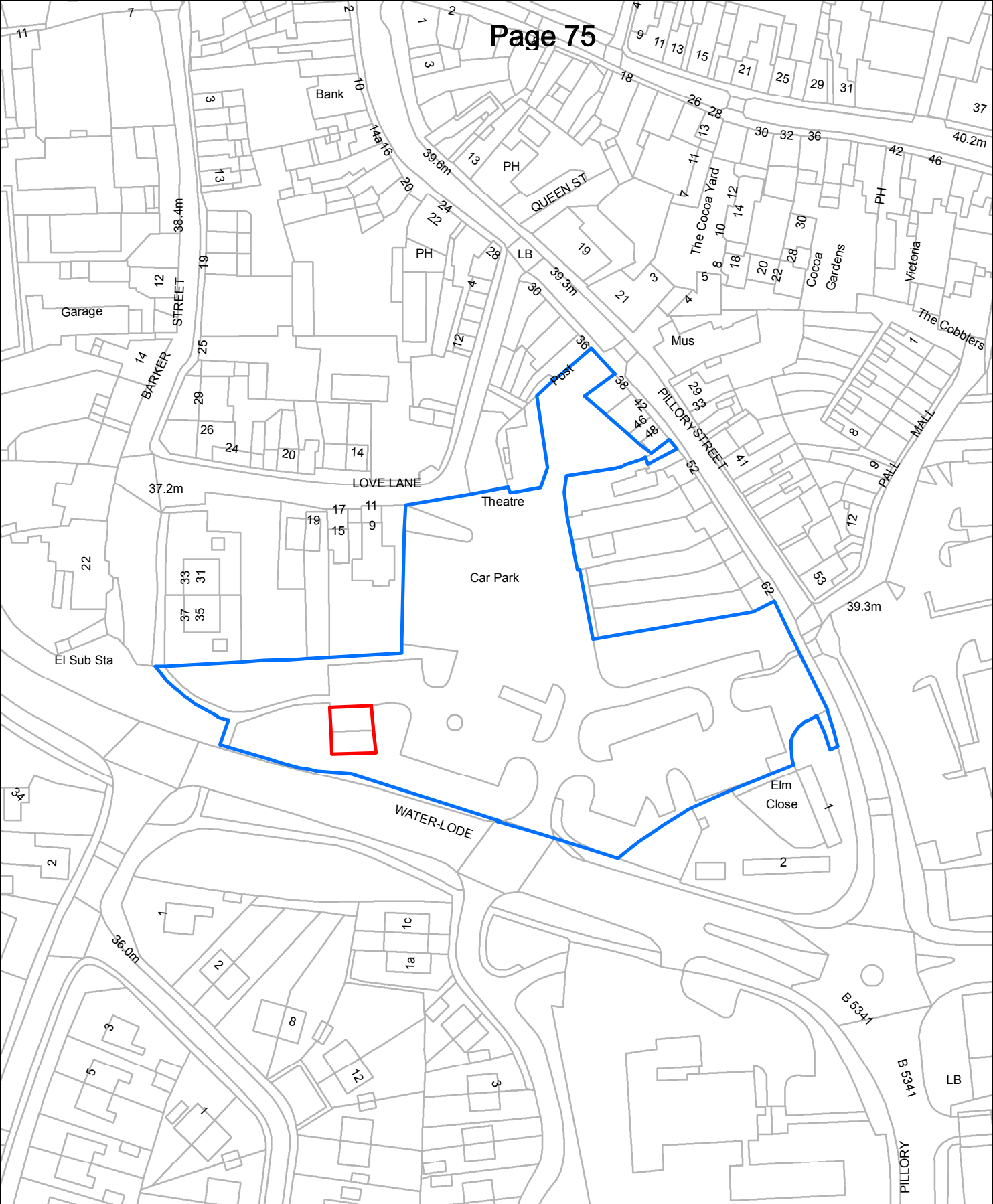


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Love Lane Car Park, Nantwich



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Date: 13th Nov 2015

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