

Cabinet Agenda

Date: Tuesday, 14th June, 2016
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

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

1. **Apologies for Absence**
2. **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.

Contact: Paul Mountford, Democratic Services Officer
Tel: 01270 686472
E-Mail: paul.mountford@cheshireeast.gov.uk

4. **Questions to Cabinet Members**

A period of 20 minutes is allocated for questions to be put to Cabinet Members by members of the Council. Notice of questions need not be given in advance of the meeting. Questions must relate to the powers, duties or responsibilities of the Cabinet. Questions put to Cabinet Members must relate to their portfolio responsibilities.

The Leader will determine how Cabinet question time should be allocated where there are a number of Members wishing to ask questions. Where a question relates to a matter which appears on the agenda, the Leader may allow the question to be asked at the beginning of consideration of that item.

5. **Minutes of Previous Meeting** (Pages 1 - 10)

To approve the minutes of the meeting held on 3rd May 2016.

6. **Review of Available Walking Routes to School** (Pages 11 - 22)

To consider a report on a review of available walking routes to school.

7. **Congleton Link Road - Approval to Proceed with the Compulsory Purchase of Land Required to Deliver the Scheme** (Pages 23 - 80)

To consider a report recommending that Cabinet approve the use of compulsory purchase powers to acquire land to facilitate the construction of the Congleton Link Road scheme and associated works.

8. **Congleton Link Road - Funding Strategy and Approval in Principle to Underwrite the Costs of Delivering the Scheme** (Pages 81 - 94)

To consider an update on the funding strategy for the proposed Congleton Link Road.

9. **Tatton Vision Phases 1 & 2** (Pages 95 - 140)

To consider a report on Tatton Vision Phases 1 & 2.

10. **Playing Pitch Strategy Assessment Report 2030** (Pages 141 - 306)

To consider the Playing Pitch Strategy Assessment Report 2030.

11. **ERP Replacement Programme** (Pages 307 - 320)

To consider progress with the development of a business case for the future provision of the Council's core HR and Finance system, and to seek approval to initiate a competitive procurement exercise.

12. **Cheshire East Council Community Equipment Service Framework** (Pages 321 - 326)

To consider a report seeking authorisation for other local authorities to join the Council's Community Equipment Service Framework.

13. **Procurement of Strategic Partner to Develop Modular Build and Funding Framework Agreements for Cheshire East Council** (Pages 327 - 334)

To consider a report on the procurement of a strategic partner to develop modular build and funding framework agreements for Cheshire East Council.

14. **Managed Provision of Consultancy** (Pages 335 - 344)

To consider a report seeking approval to award a new contract to NEPRO Limited for the provision of a Vendor Neutral Managed Service to source and provide consultancy requirements/services where appropriate over the next 4 years.

THERE ARE NO PART 2 ITEMS

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 3rd May, 2016 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rachel Bailey (Chairman)
Councillor D Brown (Vice-Chairman)

Councillors A Arnold, P Bates, J Clowes, L Durham, J P Findlow, P Groves
and D Stockton

Members in Attendance

Councillors Rhoda Bailey, G Baxendale, T Dean, S Edgar, I Faseyi, D Flude,
S Gardiner, G Hayes, J Jackson, L Jeuda, R Menlove, M Parsons, G Wait,
B Walmsley and M Warren

Officers in Attendance

Mike Suarez, Kath O'Dwyer, Peter Bates, Andrew Round, Bill Norman,
Heather Grimbaldeston, Brenda Smith, Steph Cordon and Paul Mountford

As this was the last Cabinet meeting of the current municipal year, the
Chairman thanked the Council's officers, Cabinet and Deputy Cabinet
members for their work throughout the year, as well as all members of the
Council. In response, the Portfolio Holder for Housing and Planning thanked
the Chairman for her stewardship as Leader of the Council.

143 DECLARATIONS OF INTEREST

There were no declarations of interest.

144 PUBLIC SPEAKING TIME/OPEN SESSION

Jonathan Parry sought an assurance that there would be no further major
development in Middlewich that added to road congestion before the
completion of the Eastern Bypass. The Deputy Leader and Portfolio
Holder for Highways and Infrastructure replied that the Council was
committed to progressing road improvements in the town, so that as new
housing and business came on stream it went hand in hand with new
infrastructure.

Sue Helliwell, speaking on behalf of Alsager Town Council, asked for the
Council's agreement that houses would not be built in Alsager without first
addressing vital infrastructure problems. The Portfolio Holder for Housing
and Planning replied that the Council recognised the importance of the
timely delivery of infrastructure to support regeneration and development
and had prepared an Infrastructure Delivery Plan which identified the
infrastructure that was needed to enable delivery of the development

proposed in the Local Plan Strategy. This included projects in relation to highway improvements, education, health, open spaces and community facilities. The Council had also undertaken highway modelling work, including for Alsager, to understand the likely impact of development and the mitigation required to enable development to proceed.

Maeve Kelly commented that the correspondence for the children's centres consultation from February which had been uploaded onto the main consultation page did not seem to include MP Fiona Bruce's letter to the consultation process. She asked why the letter had not been included. The Portfolio Holder for Children and Families replied that the letter from Fiona Bruce MP had predated the opening of the consultation and had been in response to a letter sent to local MPs on 23rd November 2015 making them aware of the upcoming consultation. All correspondence received during the consultation period regarding children's centres had been included in the Council's considerations.

Carol Bulman asked for a progress report on the siting of a freight terminal in Middlewich and details of the impact of the plans on the existing route of the bypass. The Deputy Leader and Portfolio Holder for Highways and Infrastructure replied that the Council was encouraging Network Rail to consider the impact on the existing Basford Hall Sidings of the delivery and the development around the proposed HS2 Hub Station at Crewe. This included the potential for the relocation of some of these facilities. However, at the moment there were no definitive options developed, nor plans committed. The Strategic Case for the By-Pass had been developed and was detailed in the Cabinet report on the agenda. This included an objective for the By-Pass to facilitate and support such railway development plus other types of railway operations that the locality may attract associated with HS2.

John Allen spoke against the proposed Transatlantic Trade and Investment Partnership. The Portfolio Holder for Finance and Assets replied that this would be considered later in the meeting. He added that he had received a letter on behalf of Global Justice Macclesfield and 38 Degrees on the matter which had been copied to all members of the Cabinet.

Patrick Darlington, referring to a later item on the agenda, urged the Council to adopt ethical investment guidelines.

At the conclusion of public questions, the Chairman thanked the speakers for attending and taking part in the meeting.

145

QUESTIONS TO CABINET MEMBERS

Councillor D Flude asked if the former Leader of the Council had begun the process of purchasing Leighton Grange Farm. The Leader undertook to send a written reply.

Councillor Flude also asked about the Council's stance on all schools becoming academies and whether the Council had any proposals to set up a multi-academy trust. The Leader replied that it was not possible to give an answer on multi-academy trusts at the meeting as there had been no policy paper on the matter, and that therefore either a written reply would be given or a report on the matter would be submitted to a future Cabinet meeting. The Portfolio Holder for Children and Families added that a meeting with head teachers to discuss the matter was planned for June.

Councillor Flude also asked what plans the Council had for Lincoln House. The Portfolio Holder for Adults and Integration replied that now that Lincoln House, Hollins View and Mount View were closed, they would revert to the Assets Portfolio. However, that process had been put on hold whilst discussions were taking place with the Council's health partners over where the integrated care teams might be situated.

Councillor B Walmsley asked if the priority for the link from the Middlewich Bypass to the waste transfer site on Cledford Lane could be raised. The Deputy Leader and Portfolio Holder for Highways and Infrastructure replied that if a waste station were built at Cledford Lane it would be important to provide access to it. However, this needed to be dealt with as part of a wider transport study across the whole of Middlewich to ensure that everything was properly connected. Item 10 on the agenda relating to the Middlewich Eastern Bypass would deal with the matter in greater detail.

146 **MINUTES OF PREVIOUS MEETING**

RESOLVED

That the minutes of the meeting held on 12th April 2016 be approved as a correct record.

147 **NOTICE OF MOTION - ETHICAL INVESTMENT GUIDELINES**

Cabinet considered the following motion which had been moved by Councillor S Corcoran and seconded by Councillor L Jeuda at the Council meeting on 25th February 2016 and referred to Cabinet for consideration:

"Council notes with alarm the recent statement from the Department for Communities and Local Government (DCLG) confirming that new guidelines will be introduced in 2016 which will curb councils' powers to divest from or stop trading with organisations or countries they regard as unethical.

Council recognises that the focus of these new measures may be on procurement and investment policies and that they may have profound implications for councils' ethical investment policies more generally.

Council believes that the proposed measures now being outlined by the DCLG will seriously undermine the Council's ability to commit to ethical procurement and investments.

Council also notes that the new guidelines represent an attack on local democracy and decision-making through a restriction on councils' powers. This is directly contrary to the government's own stated commitment to the principle of localism, given a statutory basis by the Localism Act of 2011, which holds that local authorities are best able to do their job when they have genuine freedom to respond to what local people want, not what they are told to do by government.

Council therefore requests Cabinet takes action to oppose these new measures, including writing to the Secretary of State for Communities and Local Government to express Council's opposition to the proposed changes."

Councillor L Jeuda attended the meeting and spoke in support of the motion.

RESOLVED

That for the reasons set out in the report, the motion be rejected.

148 NOTICE OF MOTION - POTENTIAL EFFECTS OF TRANSATLANTIC TRADE AND INVESTMENT PARTNERSHIP ON LOCAL AUTHORITIES

Cabinet considered the following motion which had been moved by Councillor J Jackson and seconded by Councillor A Harewood at the Council meeting on 25th February 2016 and referred to Cabinet for consideration:

"This Council notes:

- 1. That the EU and USA launched negotiations in July 2013 on a Transatlantic Trade and Investment Partnership (TTIP).*
- 2. That negotiations are underway to determine which goods and services TTIP will apply to and if new rules can be agreed to protect investors, harmonise standards, reduce tariffs and open new markets throughout the EU and USA.*
- 3. That there has been no impact assessment about the potential impact on local authorities.*

4. *That there has been no scrutiny of the negotiating texts by local government and no consultation with local government representatives*
5. *That MPs are also unable to scrutinise the negotiating documents.*

This Council wishes to express a concern that:

1. *TTIP could have a detrimental impact on local services, employment, suppliers and decision-making.*
2. *A thorough impact assessment of TTIP on local authorities has not been undertaken and this needs to happen before the negotiations can be concluded.*
3. *The proposed Investor State Dispute Settlement (ISDS) mechanism has been used by corporations to overturn democratic decisions by all levels of governments at significant public cost. Local decision-making must be protected from ISDS.*
4. *Sourcing supplies and employment locally is important to strengthening local economies and meeting local needs and TTIP must not impact on local authorities' ability to act in the best interests of its communities.*

This Council resolves:

1. *To write to the Secretary of State for Communities and Local Government, our local MPs and the North-West region MEPs raising our serious concerns about the potential impact of TTIP (and especially the proposed ISDS mechanism) on local authorities.*
2. *To call for an impact assessment on the potential impact of TTIP on local authorities."*

Councillor J Jackson attended the meeting and spoke in support of the motion.

The Portfolio Holder for Finance and Assets reported receipt of a letter sent on behalf of Global Justice Macclesfield and 38 Degrees in relation to the Notice of Motion and the report thereon. He thanked Global Justice Macclesfield and 38 Degrees for the letter which he undertook to forward to the Local Government Association.

RESOLVED

That for the reasons set out in the report, the motion be rejected.

Note: Because of her connection with the farming industry, the Chairman took no part in the debate or voting on this matter.

149 **MIDDLEWICH EASTERN BY-PASS**

Cabinet considered a report seeking authority to conduct a public consultation exercise in Middlewich on the development of a wider transport plan, and to develop a high level funding strategy and route-options comparison for the proposed By-Pass.

RESOLVED

That

1. authority be delegated to the Interim Executive Director of Economic Growth and Prosperity in consultation with the Highways Portfolio Holder, to conduct a public consultation in Middlewich to be concerned with the development of a wider transport plan covering public transport, walking, cycling, local junctions and safety plus full engagement over the By-Pass, seeking comments on the route options and aspects of the designs;
2. authority be delegated to the Interim Executive Director of Economic Growth and Prosperity in consultation with the Highways Portfolio Holder to enter into negotiations with key stakeholders and developers to enable the development of a high level funding strategy for the By-Pass;
3. authority be delegated to the Interim Executive Director of Economic Growth and Prosperity in consultation with Highways Portfolio Holder to complete the route-options comparison, reflecting the public engagement, developer negotiations and the Strategic Case;
4. authority be delegated to the Interim Executive Director of Economic Growth and Prosperity, in consultation with the Highways Portfolio Holder, to submit a revision to the discharge of the planning conditions, thus extending the validity period of the planning permission for the original By-Pass route by three years; and
5. it be noted that the Middlewich Eastern By-Pass Project has a capital approval of £750,000 within the 2016/17 Medium Term Financial Strategy and that spending will remain within the budgetary framework.

150 **CHILD SEXUAL EXPLOITATION (CSE) UPDATE**

Cabinet considered a progress report following the Child Sexual Exploitation Task and Finish Group's investigation into the Council's CSE safeguarding arrangements and having considered the findings from the inspection of children's services by Ofsted in July 2015. The task and

finish group's investigation had begun under the chairmanship of the late Councillor P Hoyland.

Councillor G Hayes, Deputy Cabinet Member for Children and Families, had also undertaken work in this area and spoke on the matter.

The Leader thanked members and officers for a really important piece of work.

RESOLVED

That

1. the report and subsequent updated report be received and the continued work of the Children and Family Scrutiny task and finish group in carrying out further challenge in this area be supported;
2. Cabinet's commitment to preventing child sexual exploitation across the services be reaffirmed; and
3. the improvements and positive developments to date, as outlined in the update report, be noted and welcomed.

151 COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE - DOMESTIC VIOLENCE TASK AND FINISH GROUP FINAL REPORT

Prior to consideration of this item, the Leader thanked Brenda Smith, Director of Adult Services, for her service to the Council. Brenda would be leaving the Council shortly.

Cabinet considered the report of the Domestic Violence Task and Finish Group.

The Group had been established to understand how domestic violence was dealt with, investigate the under reporting of domestic violence and understand the reasons not to have a single specialist court in Cheshire East. The Group's recommendations were set out in section 5.0 of its report.

Councillor G Baxendale, Chairman of the Task and Finish Group, presented the Group's report.

The Leader thanked members and officers for another really important piece of work.

RESOLVED

That

1. the report of the Domestic Violence Task and Finish Group be received;
2. the Task and Finish Group's recommendations, as set out in section 5.0 of its report, be noted; and
3. the Portfolio Holders responsible for this area report to the next meeting of Cabinet with a formal response to each recommendation and that response be submitted to the Communities Overview and Scrutiny Committee.

152 **MACCLESFIELD TOWN CENTRE REGENERATION -
PROPOSED PUBLIC REALM IMPROVEMENTS**

Cabinet considered a report outlining proposals to invest a £1m capital allocation into a programme of public realm improvements to be focused around Castle Street, Exchange Street and upper Mill Street, Macclesfield, in and around the pedestrianised core of the town centre.

RESOLVED

That Cabinet

- 1 approves the use of £1M from the Regeneration and Development capital allocation to fund transformational Public Realm enhancements in Macclesfield town centre;
- 2 approves the area identified in Appendix A to the report as the main focus for that investment;
- 3 endorses the concept of seeking to ensure that the brief for the enhancements stresses the desire for a package of works which have a strong creative element, to emphasise Macclesfield's distinct identity as not just a silk town but one with a strong creative and entrepreneurial edge as identified in the Macclesfield Heritage and Culture Strategy;
- 4 authorises the Interim Executive Director of Economic Growth and Prosperity to commission design work to identify options for designs to enhance the public realm in the area identified;
- 5 agrees that following appropriate stakeholder consultation, the Portfolio Holder for Regeneration and Assets, in consultation with the Interim Executive Director of Economic Growth and Prosperity and the Chief Operating Officer, be authorised to approve the exact package of public realm enhancements;
- 6 authorises the Interim Executive Director of Economic Growth and Prosperity to take all steps he considers necessary to implement the

package of public realm enhancements approved by the Portfolio Holder; and

- 7 authorises the Director of Legal Services (in consultation with the Executive Director) to approve and execute all legal documentation he considers necessary to secure the implementation of the approved package of enhancements.

153 **ELENA TECHNICAL ASSISTANCE FUNDING**

Cabinet considered the submission of a bid to the European Investment Bank for ELENA funding. ELENA was a funding stream launched by the European Commission at the end of 2009 with the aim of maximising investment in sustainable energy by helping to meet the technical support costs associated with energy efficiency and renewable energy projects.

RESOLVED

That

1. Council be recommended to approve the submission of the bid to the European Investment Bank, who administer the ELENA funding on behalf of the European Commission, and delegate authority to the S151 Officer to sign the necessary declaration form on behalf of the Council;
2. Council be recommended to approve a Supplementary Revenue Estimate of 1,739,585 EUR (£1.4m at current exchange rates), fully funded by, and subject to receipt of, ELENA funding by the Council;
3. authority be delegated to the S151 Officer, in consultation for the Portfolio Holder for Finance and Assets, to take the necessary steps for the Council to enter into a grant agreement with the European Investment Bank in order to receive the ELENA funding; and
4. the Council contribute the 10% match funding required through the use of existing staff resourcing.

154 **TRANSFER OF GABLES, NANTWICH TO NANTWICH TOWN COUNCIL**

Cabinet considered a report on the transfer of the Gables, Beam Street, Nantwich to Nantwich Town Council.

RESOLVED

That

1. authority be delegated to the Interim Executive Director of Economic Growth and Prosperity, in consultation with the Portfolio Holder for

Regeneration and Assets, the Portfolio Holder for Communities, Head of Assets and the Director of Legal Services, to finalise and agree terms for the transfer of the Gables, and once agreed, for the Director of Legal Services to execute all necessary documentation to give effect to the transfer;

2. the transfer of the freehold of the Gables to Nantwich Town Council to include a small part of the car park to the rear as well as land adjacent to the car parking meter to the side of the building;
3. a licence be granted for the Town Council to access the library in order to access the community group room in the new extension, involving shared use of the entrance and lift area, but no other areas;
4. an amendment be made to the standard overage provisions usually contained within localism transfers to provide that the clawback will only be payable if the receipt received from such disposal of the Gables is not wholly reinvested into the capital expenditure for the proposed extension to Nantwich Civic Hall; and
5. the transfer of 'the land' (being a small amount of the car park to the rear of the Civic Hall) be approved.

155 **REVIEW OF POLICY AND PROCEDURES - SURVEILLANCE
UNDER THE REGULATION OF INVESTIGATORY POWERS ACT 2000
(RIPA)**

Cabinet considered an updated RIPA policy and procedure.

The Regulation of Investigatory Powers Act 2000 (RIPA) had been enacted to consolidate and update a range of law enforcement investigative powers to ensure that these powers were fit for purpose, as well as being compliant with the UK's obligations under the European Convention on Human Rights. In December 2014, the Office of Surveillance Commissioners had updated RIPA procedures and guidance. These changes had been incorporated into the Council's own policy and procedures, together with recommendations following the last RIPA inspection. The updated policy and procedure were attached at Appendix 1 to the report.

RESOLVED

That the updated RIPA policy and procedures be approved.

The meeting commenced at 2.00 pm and concluded at 3.40 pm

Councillor Rachel Bailey (Chairman)

CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Kath O'Dwyer, Deputy Chief Executive & Executive Director – People
Subject/Title:	Review of Available Walking Routes to School
Portfolio Holder:	Cllr Liz Durham – Children and Families Portfolio Holder

1.0 Report summary

- 1.1 In 2012 the Cabinet approved a policy for the assessment of walking routes to school throughout the Borough. Various routes were reassessed in accordance with the new policy and those parents affected received a letter from the Council giving them notice that the free transport they had thus far enjoyed was to be withdrawn from April 2013. Following significant feedback from parents and others, a decision was made not to withdraw the free transport for the time being.
- 1.2 The Council now finds itself in the situation where a small number of routes have been assessed as available under the Council's current published policy but free transport is currently provided. There is therefore a need to regularise the position for all families across Cheshire East to ensure that where routes have been assessed as available to walk our policy is implemented consistently. It is therefore proposed to notify those families who would be affected by free transport for these routes being withdrawn from April 2017. It is also proposed to improve other routes in the Borough which would result in further routes also being classified as available with the consequence that free school transport for those improved routes would also be subsequently withdrawn.
- 1.2 National and local policy specifies that parents should be given a minimum of 12 weeks notice in writing where a route that was previously unavailable becomes available and home to school transport is to be withdrawn. To ensure that schools and parents have an opportunity to comment on possible changes and to consider their future transport arrangements, it is recommended that information on the proposed changes is made available to schools and parents in the summer term 2016 for a period of at least 12 weeks (excluding August) with a proposal that free transport is withdrawn from the start of April 2017.
- 1.3 This proposal needs to be considered in the context of the mid term financial plan where a range of saving proposals will be required. The proposal to review and reclassify this group of available walking routes to school is submitted ahead of the wider package of savings in order to enable timely

engagement with schools and families potentially impacted by these proposals. This would include providing information to families who have children starting at the school in September 2016, as any final decision is likely to be taken in October 2016, or later, as part of the Council's overall budget decision making for the financial year 2017/18.

- 1.4 Cabinet is asked to note the proposal to withdraw free transport entitlement in accordance with the Council's own policy where there is an available and safe walking route, and to agree to progressing improvements to the highway so that a small number of further routes may be re-classified as available walking routes to school. The re-classification of these routes would result in pupils being able to walk safely to school and as such it would also remove their statutory eligibility for free transport to school.

2.0 Recommendations

- 2.1 It is recommended that Cabinet:

- Notes the reclassification of routes that have been re-assessed as available walking routes to school and agrees that free school transport for those routes be withdrawn from April 2017.
- Authorizes the Executive Director – People, to spend £150,000 from the Local Transport Plan budget allocation for 2016/17 to improve further walking routes to school to bring them up to required standard so that free school transport for those improved routes may be subsequently withdrawn.

3.0 Reasons for Recommendations

- 3.1 Councils are required by law to make travel arrangements to facilitate attendance at school where no suitable, available walking route to school exists.
- 3.2 1152 students are currently receiving free home-to-school transport because no walking route is available, which represents around 35% of children entitled to transport provision. This compares with 26.5% in Cheshire West and Chester, 10% in Staffordshire and 14.3% in Derbyshire.
- 3.3 Since October 2012, all new walking routes to school have been assessed under the Council's adopted policy on Available Walking Routes to School. The original intention was that the new policy would also trigger a review of historical routes currently deemed to be unavailable on road safety grounds. This review, which has recently been completed, has taken into account the significant improvements to the highway, footpaths and Public Rights of Way network that have occurred over the past few years.
- 3.4 This assessment has enabled all routes to be categorised into 5 phases of possible implementation:

- I. Phase 1 (2017/18) comprises routes that have been classified as an available walking route to school without any need for additional cost or highway improvement
 - II. Phase 2 ((2018/19) comprises routes that have the potential to be re-classified with some additional cost for highway improvement
 - III. Phase 3 comprises routes that have potential to be re-classified with some additional cost for highway improvement. These routes are potentially more difficult to resolve than those in phase 2.
 - IV. Phase 4 comprises routes that have potential to be re-classified but further assessment is required for feasibility of improvement schemes.
 - V. Phase 5 comprises routes that are unlikely to be re-classified, in the foreseeable future, unless there are major developments in the area that would trigger changes to the highway.
- 3.5 A list of the phase 1 and phase 2 routes and their assessment is shown in appendix 1.
- 3.6 If it is contemplated that free school transport is withdrawn, national and local policy specifies that parents should be given a 12 week notice period. To ensure that schools and parents have an opportunity to comment on possible changes and to consider their potential future transport arrangements, it is recommended that information on the proposed changes is released in the summer term 2016 with the intention that free transport be withdrawn from the start of April 2017.
- 3.7 Through the Local Transport Plan 2016/17 a budget of £150,000 has been established for capital investment to improve and upgrade existing routes that can be brought up to standard to be deemed available walking routes. To ensure the budget is used effectively, it is proposed to prioritise the improvement of routes that require minor works which will show a potential minimum 2:1 benefit to cost ratio over a 3 year period.

4.0 Background/Chronology

- 4.1 In October 2012, the Council adopted a policy setting out the assessment criteria for available walking routes to school, which forms part of the overall Home to School Transport Policy. The statutory walking distances to school are:
- 2 miles for a child who is under 8 years of age (primary age children in CEC)
 - 3 miles for a child who is over 8 years of age (secondary age children in CEC)
- 4.2 When determining whether a child's home is within the statutory distance, there must be a walking route to the qualifying school that is "available". If the nature of the route is such that it presents exceptional road safety hazards and a child cannot reasonably be expected to walk to school – even when accompanied by a responsible person – then the Council will deem it "unavailable". This means that the child becomes eligible for free transport to and from school.

- 4.3 The Council's adopted policy sets out the assessment criteria in determining whether a route is available based on the Home to School Travel and Transport Guidance produced by the Department for Education & Skills (DfES) in 2007 and the Assessment of Walked Routes to School guidelines produced by Road Safety GB in 2012. This report also takes into account the statutory guidance for 'Home-to-school travel and transport' that was updated in July 2014 by the Department for Education.

5.0 Benefits of the proposal

- 5.1 Assessing all routes, using the existing policy, will ensure an equitable approach in applying one set of criteria consistently across the Borough. If it is decided that free school transport should be withdrawn from any routes it may also unlock the potential for bus operators to operate a commercial service along these routes and give pupils various options on ways to travel to school. In addition there is a range of health benefits associated with walking to school.
- 5.2 Walking provides daily exercise for children. In 2014-15, 28% of Year 6 children in Cheshire East were overweight or obese. Incorporating physical activity into a child's daily routine is a good place to start addressing obesity. There are additional health benefits of walking to school including: blood pressure control; bone, muscle and joint health; reduced risk of diabetes; and improved psychological wellbeing.
- 5.3 Walking is known to improve academic performance. Children arrive brighter and more alert for their first morning class. In a UK Department for Transport survey, nine out of ten teachers said their students are much more ready to learn if they've walked to school. Walking reduces stress and increases creativity, both of which will help a child's performance at school.
- 5.4 Walking gives children good life experience and gets them outdoors - It's an opportunity for them to be independent, think responsibly, and make decisions for themselves. Some children feel less anxiety about being at school when they know how to get home; it's much harder to learn that route from the perspective of a car. If a child is still young or immature, then walking in groups with friends or siblings is a good option, as is the "walking school bus." Parents take turns collecting children from houses in the neighbourhood and accompany them to school.

6.0 Communications Plan

- 6.1 A communication plan has been developed to help manage the dissemination of information to schools and public regarding the review of Cheshire East's 'available walking routes to school' and the possible subsequent impact on free school transport. This will ensure effective communication with all stakeholders.

- 6.2 As part of this process, discussions with schools and TSS will include consideration of potential transition arrangements where that free school transport is withdrawn from any routes.

7.0 Wards Affected and Local Ward Members

- 7.1 All wards may be affected by the proposals outlined in this paper.

8.0 Implications of Recommendation

8.1 Policy Implications

- 8.2 These proposals are in line with Cheshire East Council's adopted policy on Available Walking Routes to School which was approved on 15 October 2012.

8.3 Legal Implications

- 8.4 The council is required by both the Education Act 1996 and the Education and Inspections Act 2006 to make suitable travel arrangements for certain students to attend school. Case law has established that local authorities are required to make school travel arrangements where a child, lives under the statutory walking distance to school but does not have a route available that can be walked in reasonable safety.
- 8.5 For a route to be available, it must be a route to school, along which a child, accompanied as necessary, can walk with reasonable safety.
- 8.6 Under the terms of the Council's policy, any parent who is dissatisfied with the Council's assessed route on the grounds that it contains unacceptable road safety hazards may make a request for reconsideration on certain specified grounds. The review will be undertaken by an officer of the Places Directorate and will be completed within 20 days wherever possible. Parents who remain dissatisfied can complain to the Local Government Ombudsman or, ultimately, bring a claim for judicial review if they consider that the Council has failed to follow its published Transport Policy or review procedure.
- 8.7 Parents who may suffer particular hardship of whatever nature as a result of the withdrawal of free transport also have a right to an appeal before the School Transport Appeals Sub Committee on the grounds that they have exceptional circumstances that merit consideration on an individual basis and justify the Council departing from its published policy.
- 8.8 If free transport is not withdrawn from those routes which have been classed as available to walk, the Council may be exposed to criticism from the parents of children using other routes across the borough which are also classed as available but for whom no free transport is provided.

9.0 Financial Implications

- 9.1 A potential savings plan, associated with the available walking routes programme is outlined below. This shows the potential savings if it is decided to implement phases 1 to 3.

Financial Year	2017/18	2018/19
In-year savings	£225,100	£45,000
+ year 1 savings		£225,100
+ year 2 savings		
Total	£225,100	£270,100

- 9.2 The case for re-classification of routes is strengthened further by consideration that these savings, whilst only reported for one year, will actually recur as revenue pressures in future years if accessible walking routes are not implemented. The estimated cumulative potential savings if it is decided to implement phases 1 to 2 is £495,200 by 2019.

10.0 Equality Implications

- 10.1 This document applies to children living in the Borough of Cheshire East and describes free and assisted transport entitlement to mainstream schools, academies and colleges. This policy does not apply to pupils attending independent schools and colleges. Some children with Special Educational Needs require specific transport, for which a separate assessment of their needs is undertaken. Under the Equality Act 2010, where necessary, reasonable adjustments for children with mobility or other issues will be given consideration in relation to the type of transport or vehicle that is used, and also in the availability or otherwise of routes.
- 10.2 A full equalities impact assessment will be undertaken to inform any decision on whether or not to withdraw any free school transport.

11.0 Rural Community Implications

- 11.1 This proposal applies to pupils whose walking route to school is under 3 miles for secondary aged pupils and 2 miles for primary aged pupils. All pupils over this distance, travelling to their local or closest qualifying school would be eligible for transport.

12.0 Human Resources Implications

- 12.1 None.

13.0 Risk Management

- 13.1 Maintaining existing arrangements will result in inconsistency and inequity in the provision of transport across the Borough.

14.0 Access to information/Bibliography

- 14.1 The Cheshire East Council Available Walking Routes to School Policy can be found at:
http://www.cheshireeast.gov.uk/public_transport/school_transport/walking_routes_to_schools.aspx

15.0 Contact Information

- 15.1 Contact details for this report are as follows:
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Number of Contracts	SCHOOLNAME	Pupils allocated on contract/s	No. of pupils eligible on Hazard	Number of children still eligible for transport	Description of route/ hazard	Estimate for capital works
Phase 1						£,000
4	Tytherington High School	212	171	41	Middlewood way - off road route with some lighting	£0
1	Wheelock Primary School	72	72	0	New footpath on Hindheath lane due to housing development	£0
2	Malbank School & 6th Form Centre	105	103	2	Toucan crossing on A500 linking Willaston to Nantwich	£0
1	Poynton High School	25	25	0	Middlewood way - off- road route limited lighting	£0
1	Brine Leas High School	15	8	7	Toucan crossing on A500 linking Willaston to Nantwich	£0
	Totals	429	379	50		
Phase 2 2016 / 17						
3	The Fallibroome Academy	118	97	21	Route assessed as available but there is a recommendation for the ped refuge on Prestbury road to be upgraded to controlled crossing eg Zebra or Puffin	£80
1	Knutsford High School	37	29	8	Grass verge on Mobberley Road needs pavements for 95 mtrs or safer crossing point to access footway on opposite side of road	£45
	Totals	155	126	29		
Key for estimate of capital works £ = > £50k ££ = <£50k - £100k £££ = > £100k						

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Executive Director of Economic Growth – Andrew Round
Subject/Title:	Congleton Link Road – Approval to Proceed with the Compulsory Purchase of Land Required to Deliver the Scheme
Portfolio Holder:	Cllr David Brown – Highways and Infrastructure

1. Report Summary

- 1.1. Congleton Link Road is the single largest infrastructure project the Council has undertaken to date. It is essential to the successful delivery of the Council's Local Plan and to resolve long-standing economic and environmental impacts arising from congestion in the town. The link will also improve connectivity across the Borough, particularly for Macclesfield to the M6. The road will be a new principal highway between the A534 Sandbach Road close to its junction with Sandy Lane and the A536 Macclesfield Road to the South of the village of Eaton. ("The Congleton Link Road") (CLR)
- 1.2. Based on these benefits the scheme was provisionally awarded £45m of Government Growth Deal funding and has demonstrated outstanding levels of local support (c85%) through two large scale public consultations. A planning application is due to be determined in the near future; which, if approved, would enable the compulsory purchase (CPO) and land acquisition stage of the project to begin.
- 1.3. The purpose of this report is to recommend that the Cabinet resolves to use Compulsory Purchase powers to acquire land to facilitate the construction of the CLR scheme and associated works to the existing highways network and authorises a Side Roads Order to be made at the same time.
- 1.4. The report also recommends authorising officers to begin initial engagement with contractors to understand the most appropriate future delivery strategy for the scheme.

2 Recommendations

2.1 It is recommended that Cabinet:

- A) Subject to a positive resolution of the Strategic Planning Board to grant planning permission for the scheme, approve the use of the powers of compulsory purchase to undertake the acquisition of land and new rights required for the construction of the CLR and to authorise:
 - a) The making of an order (or orders) under under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 and all other powers as appropriate for the compulsory purchase of land and rights required for the construction of Congleton Link Road as shown on drawing No: B1832001-CPO-LTR-GA-001 (“the CPO”);
 - b) The making of a Side Roads Order (or orders) under Sections 8, 14 and 125 of the Highways Act 1980 and all other necessary powers to improve, stop up existing highways, construct lengths of new highway and stop up and provide replacement private means of access as required to deliver the CLR (“the SRO”);
 - c) The Executive Director of Economic Growth and Prosperity in consultation with the Director of Legal Services to make any amendments necessary to the contemplated orders arising as a result of further design work or negotiations with landowners or affected parties or for any connected reasons in order to enable delivery of the CLR.
 - d) The Executive Director of Economic Growth and Prosperity in consultation with the Director of Legal Services to take all appropriate actions to secure the confirmation of the contemplated orders including:
 - i) To take all necessary action to secure the making, submission to the Secretary of State for confirmation and (if confirmed) implementation, of the SRO and the CPO including the publication and service of all relevant notices and for the Director of Legal Services to secure the presentation of the Council’s case at any public inquiry and the subsequent service of Notices to Treat and Notices of Entry or, as the case may be the execution of General Vesting Declarations;
 - ii) To negotiate and enter into agreements and undertakings with the owners of any interest in the CPO and/or the SRO (“the Orders”) and any objectors to the confirmation of the Orders setting out the terms for the withdrawal of objections to the Orders including where appropriate, the inclusion in and/or exclusion from the CPO of land or new rights or the amendments

of the SRO and to authorise the Director of Legal Services to agree, draw up, and to sign all necessary legal documents to record such agreements and undertakings;

- iii) In the event that any question of compensation is referred to the Upper Tribunal (Lands Chamber) to authorise the Director of Legal Services to take all necessary steps in connection with the conduct and, if appropriate, settlement of such proceedings;
 - iv) To authorise the Director of Legal Services to appoint suitable counsel to advise and represent the Council at any Public Inquiry held in respect of the Orders and to provide legal support to the team through the process;
 - v) To confirm the appointment of Geldards LLP (solicitors) as the Council's additional legal support to the delivery of the scheme acting on behalf of the Council and under the direction of the Director of Legal services.
- e) That, in parallel with the preparation and submission for confirmation of the Orders, the Head of Assets initiate negotiations and seek to conclude terms to acquire the land and rights (or extinguish the same) required for the CLR by voluntary agreement and to instruct the Director of Legal Services to draw up the necessary documents and to execute such documents as are necessary to complete such acquisitions.
- f) To authorise the Head of Assets to negotiate and approve the payment of relevant and reasonable professional fees incurred by landowners and others with compensatable interests in taking professional advice in connection with the acquisition of their interests required for the scheme and related compensation claims and also in advancing the development or implementation of the CLR.
- B) To approve the continuing project development of the scheme via the Council's highway contract supplier – Ringway Jacobs up to and including the presentation of the scheme at a future public inquiry.
- C) To approve that formal pre-engagement discussions with Contractors are undertaken to help inform a future procurement strategy.

3. Other Options Considered

- 3.1 It is intended to instigate negotiations with affected landowners. However, as there are some 30 affected interests it is not realistic to expect that voluntary acquisitions could be concluded with all affected parties and for all land title issues to be dealt within the funding window for this scheme. Accordingly the authorisation of compulsory purchase action is sought at this stage to maintain the project programme and to demonstrate the Council's intent,

subject to a resolution to grant planning permission by the Strategic Planning Board, to proceed with the scheme.

4. Reasons for Recommendations

- 4.1. The acquisition of this land enables the Council to proceed with the development and delivery of the Congleton Link Road scheme. This is a vital new road connection as it provides a key strategic transport link to relieve congestion, safety and air quality issues in Congleton and is a cornerstone of the Council's submitted Local Plan.
- 4.2. Acquiring the necessary land and rights by negotiation is preferable and the Council must be able to demonstrate by the time of the public inquiry that it has made reasonable efforts in this regard.
- 4.3. In addition to facilitating the eventual delivery of this scheme, initiating the CPO process over the entire land holding that is required to implement the scheme offers a 'security' and 'backstop' position should parallel negotiations to acquire not be successful.
- 4.4. It is necessary to understand the level of appetite in the contracting industry to deliver this scheme; this will help shape the future procurement strategy.
- 4.5. In resolving to make a Compulsory Purchase Order for the Congleton Link Road Scheme the Council would be proceeding under its powers under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 for the compulsory purchase of land and rights required. The principal power in the act is Section 239(1), which provides that a highway authority may acquire land required for the construction of a highway which is to be a highway maintainable at the public expense and Section 239(3) which allows a highway authority to acquire land for the improvement of a highway being an improvement which the authority is authorised to make under the Act. Section 246 authorises the acquisition of land for the purpose of mitigating the adverse effects of the construction or improvement of highways. Section 250 authorises the compulsory acquisition of new rights over land and section 260 authorises the clearance of the title to land already held by the Council and required for the scheme and which might otherwise interfere with the Council's activities in exercising its statutory powers to construct the works.
- 4.6. The scheme will require the acquisition of full title to c66 hectares of land (or thereabouts) and a further 7 hectares of land over which new rights are to be created. The interests of some 30 owners and occupiers are affected. The map to accompany the CPO will be available for inspection by members at the meeting and a reduced size version is annexed to this report.
- 4.7. The land over which full title is to be acquired is predominantly agricultural land and the scheme does not require the acquisition of any residential property; nor does it require the acquisition of land in any of the categories where land has to be provided in exchange, such as common land or public open space

- 4.8. Some of the areas over which full title is to be acquired will not be required for the permanent works and, subject to negotiation, may be offered back to the current owners along with the payment of compensation in due course. The areas that may be subject to offers back to the owners are shown shaded green on the non-statutory land acquisition plans which will be available for inspection by members at the meeting.
- 4.9. The SRO will authorise the stopping-up, diversion and creation of new lengths of highway or reclassification of existing highways and the CPO will include land that is required to enable the works authorised by the SRO to be carried out.
- 4.10. In addition, the SRO makes provision for the stopping-up of numerous private means of access to premises and agricultural land and the CPO makes provision for the acquisition of land and new rights to enable new, replacement private means of access to be provided as part of the scheme.
- 4.11. The plans of the works and alterations to be authorised by the Side Roads Order will be available for inspection by members at the meeting.
- 4.12. The land proposed to be acquired is the minimum considered to be reasonably required to achieve the selected design option, subject to two matters that are currently unresolved pending further design work. Firstly, there are currently two options for a small working compound that have been selected in the Back Lane area one of which will be selected for inclusion in the CPO. Secondly, discussions are proceeding with the Statutory Undertakers and these may disclose additional requirements for service diversions for which land or rights may require to be obtained under the CPO.

5. Background

The Need for the Scheme - Local Plan

- 5.1 There are series of strategic allocations in the emerging Cheshire East Local Plan Strategy (LPS) in the North Congleton area, amounting to in excess of 2000 residential units. In order for these developments to proceed in full, they are dependent upon the provision of the Congleton Link Road.
- 5.2 The North Congleton allocation also contains provision for commercial and retail development which have the potential to create jobs. Access for these sites will be taken from and/or improved from the new link road:
- ◆ Back Lane and Radnor Park – potential for an extension to Radnor Park Trading Estate with 10 hectares for employment uses, retail to meet local needs, 10 hectares of leisure uses, a new primary school and other community uses;

- ◆ Congleton Business Park Extension – potential for a 10 hectare extension to Congleton Business Park for employment, as well as land for commercial uses and retail to meet local needs

The Need for the Scheme - Highway Network Improvements

- 5.3 The roads through Congleton carry both local traffic and through traffic which is travelling to destinations further afield, such as Macclesfield and the M6. Roads close to the town centre are under pressure from the volume of traffic, at peak hours in particular.
- 5.4 There are a limited number of river crossing points over the River Dane within the town. The main crossing point is via the road bridge situated along the A34 Clayton By-Pass. A smaller road bridge provides a crossing on the A54 Rood Hill closer to the town centre.
- 5.5 The A54 Rood Hill intersects the A34 Clayton by-pass to the north of the town centre. As a result most road traffic wishing to cross the river has to converge on a single junction close to the town centre, causing substantial congestion problems. This junction is signalised and is over capacity, particularly at peak times. Narrow roads with houses and shops immediately fronting onto the footway characterise the streets west of the town centre, south of the River Dane. These roads provide a “rat run” between the A54 (north-east) / A527 and A34 (south) / A54(west) and A534 that avoids the need to cross the River Dane. Congestion at the A54 / A34 Rood Hill junction mentioned above encourages traffic to use this route, particularly at peak times.
- 5.6 The 2011 Census indicated that car ownership in Cheshire East was higher than the national average with 84% of households having access to at least one vehicle and 10% of households having access to three or more vehicles. It also identifies that the most common mode of transport to employment was the private car.
- 5.7 Public transport is available but it does not provide a viable alternative to the private car for most journeys.
- 5.8 Congleton’s proximity to urban centres such as Macclesfield, Crewe and Manchester, as well as Manchester Airport, means that much of the workforce sees Congleton as a base to live, to then commute to work in these urban centres. It also functions as a market town providing shopping opportunities and employment for the surrounding rural area, and is identified as a Key Service centre in the draft Local Plan.
- 5.9 The combination of these factors results in Congleton experiencing significant congestion during the morning and evening peak hours. It is characterised by low travel speeds on the approach to key junctions along the A34 corridor, and as a result the A34 Clayton by-pass in the town centre has been identified in the Cheshire East Local Transport Plan 2011 – 2016 as a congestion hotspot. Four of the five main routes in Congleton have above-

average levels of HGVs for the type of carriageway, which hinders progress through the town, especially due to the relatively steep gradients. Journey time surveys have shown that journey times through the town are very unreliable with longer journey times in the AM and PM peaks than in the inter-peaks.

- 5.10 As described above, Congleton suffers from congestion, which results in poor air quality and adverse impacts on the town centre environment. This also impacts local business and Congleton is suffering from reduced attraction to inward investment, struggling to retain existing employers and realise town centre regeneration aspirations.
- 5.11 The current local road network is recognised in the Submission version of the Local Plan as insufficient to support future development earmarked for Congleton and, in addition, as the local population grows, more traffic will be generated, increasing the strain on the existing roads. Therefore improvements in transport infrastructure are considered essential to help relieve Congleton's congestion problems and to realise the potential for growth.
- 5.12 Investing in the scheme will also address key issues in Congleton, such as community severance, poor air quality and help retain and attract new businesses into the town.

The Need for the Scheme - Economic Benefits and Government Funding

- 5.13 In March 2014 a bid for Government funding for the scheme was made from the Local Growth Fund as a key component of the Strategic and Economic Plan for Cheshire and Warrington. This submission is attached at Appendix B.
- 5.14 The Business Case quantified the expected benefits of the scheme as:
- ◆ A forecast increase in Gross Value Added to the local economy of £1.153bn over the 60 year period, and which can be directly related to the impacts of the transport scheme.
 - ◆ A Cost Benefit Ratio of 3.1
 - ◆ Facilitating c3400 new jobs.
- 5.15 In July 2014, the Government confirmed provisional funding for the scheme.

Scheme Objectives

- 5.16 Based on these considerations a set of detailed objectives for the scheme have been derived:
- a) To support the economic, physical and social regeneration of Congleton by creating and securing jobs.

- b) To relieve existing town centre traffic congestion/ HGVs, remove traffic from less desirable roads and facilitate town centre regeneration.
- c) To open up new development sites and improve access to Radnor Park Industrial Estate and Congleton Business Park.
- d) To improve strategic transport linkages across the Borough facilitating wider economic and transport benefits.
- e) To reduce community severance along key town centre corridors. To reduce traffic-related pollutants within the towns declared Air Quality Management Areas.

Alternatives Considered

- 5.17 A Workshop was held in January 2013 which identified a total of 28 options to improve the transportation system in Congleton. In line with best practice contained within DfT guidance, a broad range of potential options across different modes of transport were identified.
- 5.18 These options were appraised based on their ability to:
- Contribute towards achieving the scheme objectives; and
 - Solve the identified problems.
- 5.19 Highway based options scored better against the scheme objectives than non-highway based options. This reflects the demographic data which highlighted that car travel is the dominant mode of transport to work for residents of Congleton.
- 5.20 A Link Road option to the north of Congleton, connecting the A534 Sandbach Road to A536 Macclesfield Road, scored the highest against both the scheme objectives and its ability to solve the identified problems.
- 5.21 The options were also assessed using the DfT's Early Assessment and Sifting Tool (EAST). The EAST assessment confirmed that the highest scoring option was the Link Road option connecting the A534 Sandbach Road to A536 Macclesfield Road.
- 5.22 The decision to progress the link road as the Preferred Option and to investigate improving the existing road ('online improvements') as the Low Cost Option was confirmed at a Cabinet meeting of Cheshire East Council on Monday 22nd July 2013.
- 5.23 Following the selection of the Preferred Option as a link road to the north of Congleton, further work was undertaken to develop and refine the Preferred Option. A route corridor was identified to the north of Congleton which extended from the A534 Sandbach Road (to the west of Congleton) to the A536 Macclesfield Road (to the north of Congleton). The route corridor was

divided into six zones and numerous route options were developed in each zone. Four individual route options (Red, Blue, Green and Purple) were subsequently developed.

- 5.24 In order to identify the best route option, each of the four route options were then qualitatively assessed against the following factors:
- Scheme Costs,
 - Benefit Cost Ratio (BCR)
 - Area unlocked for development
 - Likelihood of public endorsement
 - Engineering Constraints
 - Road User Safety
 - Environmental Constraints
- 5.25 A public consultation on the route options was held in January & February 2014. It was subsequently concluded that the Preferred Option would be a combination of the Red and Purple Options.
- 5.26 Feedback received from members of the public throughout the consultation process resulted in numerous alternative alignments being considered and designed. Each of the alternative alignments were individually appraised and compared to the alignment taken to Public Consultation. Options which were deemed to be an improvement on the original alignment were incorporated into the Preferred Option.
- 5.27 Following the approval of the Preferred Route by the Council in May 2014, the design of the scheme was progressed with consideration given to more detailed engineering, environmental and cost assessments, as well as further consultations with land owners and other local interest groups. Through this design development exercise, a number of potential alignment and / or junction modifications were identified that were considered to represent an overall improvement to the scheme. These modifications were presented and approved at the Cheshire East Council Cabinet meeting of 6th January 2015.
- 5.28 In order to fully assess the merits of the Low Cost Option, a significant amount of design work has been undertaken by Jacobs' Highways team to enable the potential benefits of the scheme to be understood. The economic appraisal analysis has shown that in comparison to the Preferred Option, the Low Cost Option would:
- Generate significantly less transport benefits.
 - Create significant disruption during the construction period.
 - Unlock less development land identified in the emerging Local Plan.
 - Fail to future proof the transport network to support additional future developments.
 - Not resolve the current environmental issues in Congleton.
 - Fail to alleviate the identified severance issues which currently impact pedestrians and cyclists
 - Not generate the same volume of GVA benefits as the Preferred Option.

- 5.29 The extent of the disruption caused by constructing the Low Cost Option is likely to be very unpopular with the businesses and residents of Congleton and consequently the Low Cost option exhibits serious deliverability issues to the extent that it is considered to be undeliverable. In addition, the nature of the Low Cost Option, in its prioritisation of traffic on the main A34 corridor through the town may lead to increased delays on more local roads.
- 5.30 In conclusion, in line with best practice, a detailed assessment of all of the modal solutions and alternative options has been considered and the current option identified offers the best solution to the identified problems and objectives and represents the best value for money.
- 5.31 Finally, a further 'pre planning public consultation' on the link road was undertaken in March 2015 and this along with discussions with landowners, stakeholders and the Council's Development team (part of a formal Pre-application process) has helped shape the final scheme including the introduction of the Back Lane improvement and removal of the Radnor Trading Estate spur.

Route Description

- 5.32 The proposed road scheme is a 5.7km link extending between the A534 Sandbach Road (west of Congleton) to the A536 Macclesfield Road (to the north of Congleton). The road will consist of a two-way single carriageway with a 3.65m wide lane and 1m wide exterior hard strip in each direction. A combined cycleway footpath is provided along the route from the Radnor Park Road junction to the A536 Macclesfield Road junction, to connect into adjacent facilities. Pedestrian, cycle and equestrian access between Sandbach Road and Radnor Park is available along the retained part of Sandy Lane, Chelford Road and the realigned Back Lane.
- 5.33 Travelling in an easterly direction, the route will consist of a new roundabout junction to the west of Wall Hill on the A534 Sandbach Road. The route will run parallel to the west of Sandy Lane, until it connects with the A54 Holmes Chapel Road with a new roundabout junction.
- 5.34 The route will then travel in a northerly direction to the west of Somerford, to cross Loach Brook on a new bridge. The route would then continue and pass beneath Chelford Road, which would be taken over the link road on a new bridge.
- 5.35 The proposed link road will continue by severing Back Lane, which is to be stopped up and diverted, and a new roundabout junction formed and which will provide a new connection, via an upgraded Back Lane, into Radnor Park Trading Estate to the south of the proposed route.
- 5.36 The main route will then continue in a north easterly direction and cut through Radnor Wood, before crossing the River Dane and part of its associated valley on a viaduct. This section of the alignment would require earthworks

cutting up to 10m deep into the valley side to the west of the River Dane and an approximate 9m high embankment to the east of the river.

- 5.37 A new roundabout junction will be provided in the River Dane valley, which will provide a connection into Congleton Business Park to the south of the proposed route. From this junction the route would cross under Giantswood Lane, which is taken over the proposed link road on a new bridge. The route then rises out of cutting to cross a tributary of the River Dane, which will be culverted, before connecting into the A34 Manchester Road with a roundabout junction.
- 5.38 The new link road then continues on and meets the A536 Macclesfield Road to the south of Eaton, at a new roundabout junction.

The Planning Position

- 5.39 The scheme is currently the subject of an undetermined planning application (Planning Application 15/4480C “Congleton Link Road”) that was submitted to Cheshire East Council (CEC) on 26 October 2015. The application was accompanied by an Environmental Statement.
- 5.40 Paragraph 216 of the National Planning Policy Framework (NPPF) states that, unless other material considerations indicate otherwise, decision-takers may give weight to relevant policies in emerging Local Plans according to:
- the stage of preparation of the emerging plan (the more advanced the preparation, the greater the weight that may be given);
 - the extent to which there are unresolved objections to relevant policies (the less significant the unresolved objections, the greater the weight that may be given); and
 - the degree of consistency of the relevant policies in the emerging plan to the policies in the NPPF (the closer the policies in the emerging plan to the policies in the Framework, the greater the weight that may be given).
- 5.41 In view of the level of consultation already afforded to the plan-making process, together with the degree of consistency with national planning guidance, it is appropriate to attach enhanced weight to the Cheshire East Local Plan Strategy - Submission Version in making the decision on whether to grant planning permission.

Local Plan

- 5.42 At its meeting on the 28th February 2014, the Council resolved to approve the Cheshire East Local Plan Strategy – Submission Version for publication and submission to the Secretary of State. It was also resolved that this document be given weight as a material consideration for Development Management purposes with immediate effect.

- 5.43 The Inspector appointed to examine the submitted Local Plan Strategy undertook three weeks of Examination in the Autumn of 2014 and subsequently published Interim Views, which indicated that the Council should undertake further work on key strategic elements of the Plan. This then resulted in the Examination being suspended while the Council undertook further work to address these concerns. The Examination was subsequently resumed and further hearings were held in the Autumn of 2015 to review the work undertaken by the Council to address the Inspector's stated concerns.
- 5.44 In December 2015, the Inspector issued Further Interim Views indicating that he was generally satisfied with the work that had been carried out during the suspension period, subject to the outcome of a further round of consultation and the remaining examination hearings.
- 5.45 The Council has recently completed a 6 week consultation on the Local Plan Strategy – Proposed Changes Version. This takes account of the findings of the additional work undertaken and the Inspectors Further Interim Views with the expectation of further examination hearing sessions being undertaken in September this year.
- 5.46 The Congleton Link Road proposal is fully in line with Strategic Priority 1 of the Local Plan Strategy. This priority seeks to promote economic prosperity by creating the conditions for business growth. The objective is to be delivered in part by capitalising on the accessibility of the Borough, including improved transport links with the Manchester City Region and Manchester Airport.
- 5.47 Strategic priorities 2, 3 and 4 seek to create sustainable communities, protect and enhance environmental quality, reducing the need to travel, promoting more sustainable modes of transport and improving the road network.
- 5.48 Policy CO2 of the LPS - Enabling Business Growth through Transport Infrastructure – specifies that support will be given for schemes identified within the current Infrastructure Delivery Plan. The LPS notes, at paragraph 14.18, a selection of major highway schemes in the Infrastructure Delivery Plan which supports the proposals in the LPS, including the Congleton Link Road.
- 5.49 Policy PG6 (Spatial Distribution) in the Local Plan Strategy – Proposed Changes Version proposes 24 hectares of employment land and 4,150 homes to be delivered in Congleton, as a Key Service Centre. The focus for Congleton over the Local Plan Strategy period will be that of high quality employment led growth to accommodate the expansion of existing businesses and attract new investment into the town. New housing is seen as important as part of a balanced and integrated portfolio of development to support the town centre, ensure balanced and sustainable communities and deliver the Congleton Link Road.

- 5.50 The Local Plan Strategy – Proposed Changes Version includes figure 15.25 which shows the proposed route of the Congleton Link Road alongside the proposed sites to the north of Congleton in the LPS.
- 5.51 Finally, the line of the link road as defined in Planning Application 15/4480C is included in the Local Plan and is defined as key infrastructure to enable the delivery of the North Congleton area.

National planning guidance

- 5.52 National Planning Policy Framework (the Framework) (March 2012) sets out the Government's planning policies for England and is a material planning consideration in the determination of planning applications. At the heart of the Framework is a presumption in favour of sustainable development which should be seen as a golden thread running through both plan-making and decision-taking.
- 5.53 In conclusion, the scheme is considered to comply with strategic planning policy and comprises sustainable development when assessed against the criteria defined within the National Planning Policy Framework (NPPF). In addition, it is also considered to comply with current and emerging planning policy. This view is supported in the submitted PDAS Statement, which concludes that the proposed development is considered *"to accord with the current and emerging development plan when considered as a whole. In addition it is considered that the scheme complies with the relevant policies of the NPPF and should therefore be approved in accordance with the "presumption in favour of sustainable development"*.
- 5.54 Members can accordingly conclude that while planning permission is yet to be granted they can reasonably conclude that there are no planning impediments to permission being granted in due course and preventing the scheme from proceeding.

6. Wards Affected and Local Ward Members

- 6.1. All Congleton Councillors

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1 OUTCOME 1 *Our local communities are strong and supportive*
- 7.1.2 OUTCOME 2 *Cheshire East has a strong and resilient economy*
- 7.1.3 OUTCOME 4 *Cheshire East is a green and sustainable place*
- 7.1.4 OUTCOME 5 *People live well and for longer*

7.2. Legal Implications

- 7.2.1 Acquiring authorities are expected to demonstrate that they have taken reasonable steps to acquire the land and interests included in a Compulsory Purchase Order by agreement. However, it is also recognised that while compulsory purchase is intended as a last resort to secure the assembly of all the land needed for a project, valuable time will be lost if authorities delay starting the compulsory purchase process until voluntary negotiations have broken down. Consequently it may be sensible to plan a compulsory purchase timetable and initiate formal procedures to avoid losing time and to help make the seriousness of the authority's intentions clear and which in turn might encourage those whose land is affected to enter more readily into meaningful negotiations.
- 7.2.2 The powers of compulsory purchase contained in the Highways Act 1980 are subject to distance limits from the centre line of the new road as set out in Section 249 and Schedule 18 of the Act and the proposed new principal road and the associated side roads and drainage works will fall within those limits.
- 7.2.3 In January 2016 all affected landowners were served with a formal notice under the the Acquisition Of Land Act 1981 (Section 5A) seeking details of title.
- 7.2.1 It is intended to open voluntary negotiations with affected landowners prior to giving notice of the CPO triggering the objection period. Jacobs have been appointed to undertake this task alongside the Council's Assets Department and are in the process of contacting all owners to attempt to acquire by agreement. However, as already noted there are some 30 affected interests and accordingly it is not realistic to expect that voluntary acquisitions could be concluded with all affected parties and for all land title issues to be dealt within the funding window for this scheme. Accordingly the authorisation of compulsory purchase action is sought at this stage.
- 7.2.2 While an authority should use compulsory purchase powers where it is expedient to do so, in considering whether to confirm the CPO and SRO the Secretary of State will need to be convinced that there is a "compelling case in the public interest for compulsory acquisition" and Members should apply a similar test before authorising its making on the balance of the information contained in this report.
- 7.2.3 The acquiring authority is also expected to show that if compulsory acquisition is notified the scheme is unlikely to be blocked by physical or legal impediments to implementation. These include related infrastructure works and the need for planning permission. As already noted the recommendation in this report is to proceed with the CPO subject to planning permission being granted.
- 7.2.4 In reaching a decision on whether to initiate compulsory purchase action members also need to consider, in addition to the information set out above

about the scheme and the need for it, the position with regard to the funding of the scheme and its human rights implications

Funding

- 7.2.5 The acquiring authority is expected to make clear the sources of funding for the scheme and to indicate the sources of funding for both land acquisition and compensation and the works themselves.
- 7.2.6 At present it is considered that there is a reasonable expectation of funding from the DfT (50% of the cost) with the scheme achieving a provisional allocation of £45m of Growth funding from the DfT. A further submission to the DfT ('final approval') will have to be made when the Council is in a position to deliver the scheme – this will include having a contractor on board and having the means to acquire the necessary land.
- 7.2.7 The residual funding for the scheme is expected to come from a combination of developer funding and council contributions. A Cabinet report paper recommending that the Council, in principle, underwrites any funding gap for the scheme is being considered in parallel to this report.
- 7.2.8 A further report to Cabinet will be taken in due course explaining the final financial situation and any requirement for Council funding prior to making the DfT submission for final approval.

Human Rights Assessment

- 7.2.9 In deciding whether to proceed with compulsory purchase Members will need to consider the Human Rights Act and Article 1 of the First Protocol to the European Convention on Human Rights. Although there are apparently no domestic dwellings within the proposed CPO land, Article 8 should also be considered.
- 7.2.10 Article 1 protects the rights of everyone to the peaceful enjoyment of their possessions. No person can be deprived of their possession except in the public interest and subject to the relevant national and international law.
- 7.2.11 Article 8 protects private and family life, the home and correspondence. No public authority can interfere with this interest except if it is in accordance with the law and is necessary in the interests of national security, public safety or the economic well-being of the country
- 7.2.12 In considering the above Articles it should be noted that where such landowners as are affected by the scheme may wish to carry out development of their land then the road may assist them in that regard, subject to any planning policies on any individual application, and they will in any event be compensated for any land acquired under the CPO

7.2.13 Members will need to balance whether the powers it is recommended are used are compatible with the European Convention on Human Rights. In weighing up the issues as set out in this report it can be concluded that there is a compelling case in the public interest for the acquisition of land which will bring benefits to the residents and businesses of Congleton that could not be achieved by agreement and this outweighs the loss that will be suffered by existing landowners. The CPO will follow existing legislative procedures. All parties have the right to object to the CPO and attend a public inquiry arranged by the Secretary of State. Parties not included in the CPO may be afforded that right if the inquiry inspector agrees. The decision of the Secretary of State can be challenged in the High Court for legal defects. Those whose land is acquired will receive compensation based on the land compensation code and should the quantum of compensation be in dispute the matter can be referred to the Upper Tribunal (Lands Chamber) for independent and impartial adjudication. The Courts have held that this framework complies with the Convention and as such a decision to proceed with the recommendation on the basis there is a compelling case in the public interest, would be compatible with the Human Rights Act.

7.3. Financial Implications

7.3.1 It is very difficult to estimate the costs associated with the CPO process due to the number of third party variables over which the Council has no control. On the basis that there is likely to be a Public Inquiry, costs are likely to be in the region of £300,000. This estimate of costs would cover surveyors /solicitors / barristers / land references fees but excludes any references to the Lands Tribunal in respect of compensation.

7.3.2 The actual costs for the land acquisition / compensation costs whether through the CPO process or by negotiation will be included in the overall funding budget for the Congleton Link Road scheme

7.4. Equality Implications

7.4.1 None

7.5. Rural Community Implications

7.5.1 Completion of the Link Road will address congestion and facilitate movement across the Borough to the benefit of both urban and rural communities

7.6. Human Resources Implications

7.6.1 There is no anticipated long-term impacts on establishment staffing levels or costs. If additional temporary resources are required these will be met from the project budget.

7.7. Public Health Implications

7.7.1 Completion of the Link Road will improve air quality in the town which has a designated Air Quality Management Area thus contributing to public health objectives.

7.8. Other Implications (Please Specify)

7.8.1 Delivery of the Link Road is key to the successful delivery of the Local Plan.

8. Risk Management

- 8.1 Progressing a CPO would be preceded by an offer of voluntary negotiations to acquire by agreement which could continue during the CPO process. Ultimately however, the making of a CPO could be the only way to resolve the major area of uncertainty that could otherwise delay the proposed project programme.
- 8.2 Entering into the CPO process offers the assurance that the DfT requires to ensure a successful 'Final Approval' for the scheme.
- 8.3 The project programme key dates demonstrate that the scheme can be delivered even assuming the CPO process is necessary.
- 8.4 The council can notify the Secretary of State that it is no longer wishes to use its CPO powers in respect of any interest and request the Secretary of State not to confirm the CPO over those interests at any time if negotiations are successful or if the council considers the financial risks to be too great

9. Programme

August 2016	Draft Compulsory Purchase Orders(CPO) Published
March 2017	Public Inquiry into CPO
August 2017	Secretary of State Decision on CPO orders
September 2017	Procurement completed
January 2018	Final DfT Funding Approval
April 2018	Construction starts
January 2020	Construction complete

10. Contact Information

10.1 Contact details for this report are as follows:-

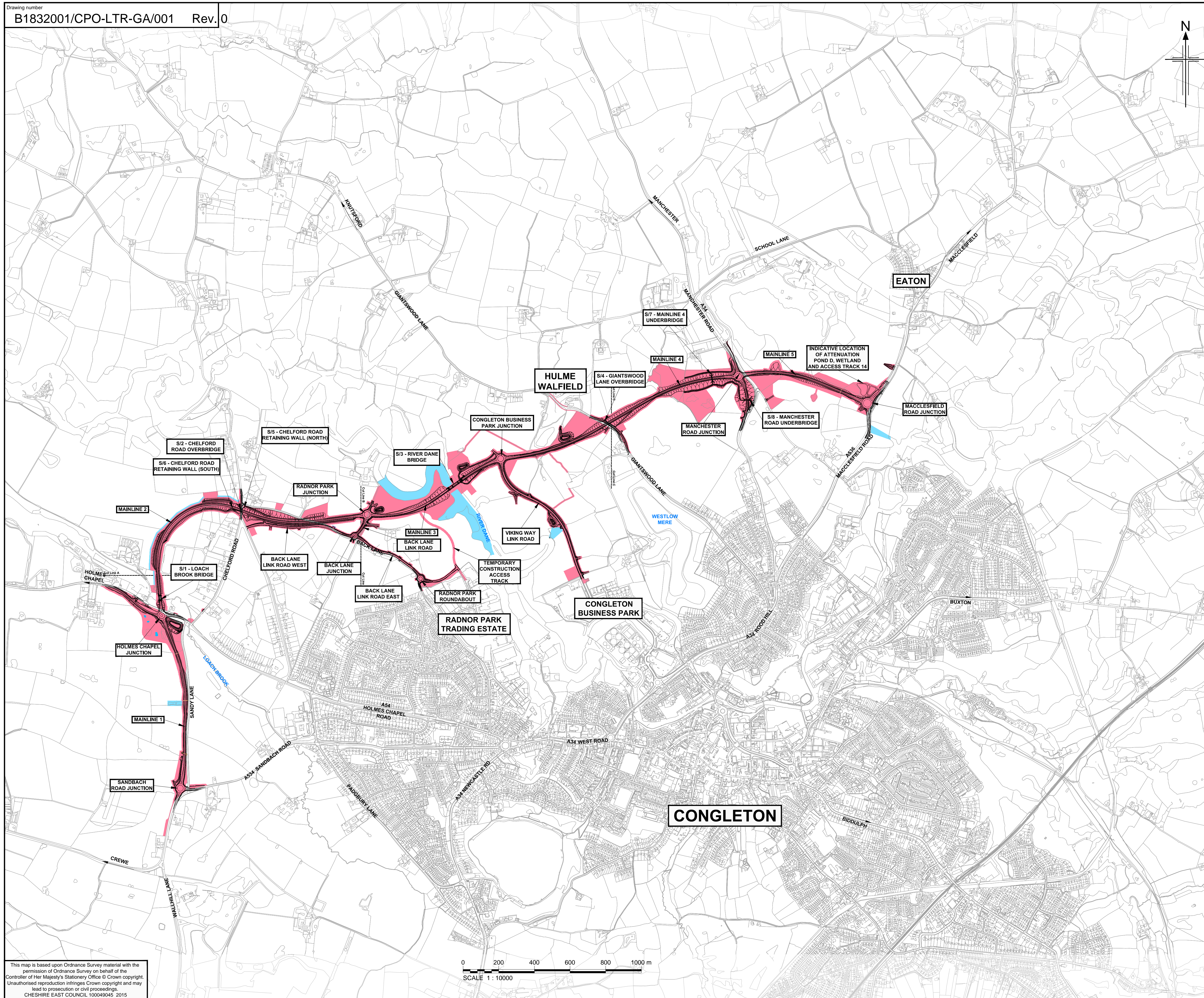
Name:	Paul Griffiths
Designation:	Infrastructure Delivery Manager
Tel. No.:	01270 686353
Email:	Paul.griffiths@cheshireeast.gov.uk

Appendix A

Plan showing area of CPO plan

Appendix B

Local Growth Deal Business Case.



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CHESHIRE EAST COUNCIL 100049045 2015

Notes

1. This drawing shows the indicative total land take areas required to construct the proposed Conglton Link Road and maintain various elements of it for the specified periods following construction.

Key

 Title
(65ha and 2362m2)

 Easement (6ha and 9539m2)

Total CPO Land Requirement = 72ha and 1901m²

0	19/05/2016	FIRST ISSUE	AT	AT	MD	MD
Rev	Rev. Date	Purpose of revision	Drawn	Checked	Rev'd	Appr'd

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Client



Cheshire East
Council

Project

CONGLETON LINK ROAD

Drawing title

TOTAL LAND TAKE
REQUIREMENTS WITH
GENERAL ARRANGEMENTS
SHEET 1 OF 4

Drawing status	
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INFORMATION

Scale

1:10000 @ A1	1:20000 @ A3	DO NOT SCALE
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Jacobs N

	B1832001
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Client no.

Drawing number
B1832001/CPO-LTR-GA/001

Rev	
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This drawing is not to be used in whole or part other than for the intended purpose and project as defined on this drawing. Refer to the contract for full terms and conditions.

CHESHIRE & WARRINGTON LOCAL ENTERPRISE PARTNERSHIP SEP / LGF SCHEME INFORMATION FORM

Scheme Proposal

This section asks you for basic information on your scheme, including a brief description, type of scheme, scheme location and contact details for further information.

Scheme Name	Congleton Link Road (CLR) – A534 to A536
Promoting Authority	Cheshire East Council
Main Point of Contact	<i>Who should we contact for further information on your scheme?</i> Paul Griffiths Principal Transportation Officer Strategic Highways and Transportation Tel: 01270 686353 Email: paul.griffiths@cheshireeast.gov.uk
Type of Scheme	<i>E.g. new access road, bypass, multi-modal interchange, new rail scheme, rail freight measures etc</i> New link road on the strategic network.
Scheme Description	<i>Please give a brief description of your scheme (in no more than 100 words)</i> The CLR will be a 5.5km (approximately) single carriageway road between the A534 Sandbach Road and the A536 Macclesfield Road. It will include new roundabout junctions with the A534 Sandbach road, A54 Holmes Chapel Road, A34 Congleton Road and A536 Macclesfield Road. It will include links to the existing Radnor Park trading estate and the Congleton business park. It will include a new 80m bridge across the River Dane. The road will include a combined footway and cycleway on one side of the road.

<p>Geographical Area</p>	<p><i>Please provide a short description of area covered by the Scheme (in no more than 100 words)</i></p> <p>The Preferred Route Alignment for the scheme will be confirmed in April 2014. The area of interest for the CLR runs to the north of Congleton linking the A534 Sandbach Road to the west with the A536 Macclesfield Road to the north.</p> <p>The CLR opens up land to the north and west of Congleton for housing and employment development and provides improved access to the existing Radnor Park industrial estate and Congleton business park.</p> <p>The scheme will cross farm land and requires the River Dane to be crossed (a key constraint on the existing network as there are currently only two road crossings of the river in the town). The CLR may also pass close to ancient woodland and numerous ponds.</p> <p>OS Grid Reference: SJ 865920 63010 Postcode: CW12</p> <p><i>Please append a map showing the location (and route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.</i></p> <p>Attached as supporting evidence.</p>
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<p>Scheme Summary</p>	<p>Please select what the Scheme is trying to achieve. Please select all categories that apply.</p> <p><input checked="" type="checkbox"/> Improve access to a development site that has the potential to create housing</p> <p>The CLR is a crucial piece of infrastructure required to support the employment and housing aspirations included within the Council's Local Plan Strategy. The scheme will facilitate the development of the following strategic development sites.</p> <ul style="list-style-type: none"> • Back Lane and Radnor Park –located to the North West of Congleton with the potential for 500 new homes,10 hectares of employment land adjacent to Radnor Park Trading Estate and up to 10 hectares of land for a leisure hub adjacent to Back Lane Village Green; • Congleton Business Park Extension – located on the North Western edge of Congleton with the potential for 450 new homes and 10 hectares of land for commercial and employment uses adjacent to Congleton Business Park; • Giantswood Lane to Manchester Road – located to the North of Congleton, there is a Strategic Location with the potential for 550 new homes and an additional Local Plan Strategy site to the south of Giantswood Lane for 150 new homes; and • Manchester Road to Macclesfield Road – located to the North of Congleton with the potential for 550 new homes. <p><input checked="" type="checkbox"/> Improve access to a development site that has the potential to create jobs</p> <p>The strategic development sites identified above also contain provision for commercial and retail development which have the potential to create jobs. As identified each site is wholly dependent on the delivery of the CLR. Further details are as follows:</p> <ul style="list-style-type: none"> • Back Lane and Radnor Park – potential for an extension to Radnor Park Trading Estate with 10 hectares for employment uses, retail to meet local needs, 10 hectares of leisure uses, a new primary school and other community uses; • Congleton Business Park Extension – potential for a 10 hectare extension to Congleton Business Park for employment, as well as land for commercial uses and retail to meet local needs; • Giantswood Lane to Manchester Road –provision of retail to meet local needs. • Manchester Road to Macclesfield Road – potential for the provision for some small scale local retail, approximately 200sqm – 300sqm and other community uses.
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☒ **Improve access to urban employment centres**

The CLR will have significant benefits for one of the Borough's largest employment centres. Congleton with a population of over 26,000 is the third largest urban area within the Borough. The CLR will reduce delays on the both the local and strategic network providing significant benefits for local residents, business users and commuters. The removal of traffic congestion and associated environmental impacts within Congleton will support inward investment opportunities as well as the economic and social prosperity of the area.

The CLR will also support the unlocking of sub regionally important development sites at M6 Junction 17 and South Macclesfield (the Borough's second largest urban area).

☐ **Improve access to Enterprise Zones**

N / A – Congleton is not a designated Enterprise Zone.

☐ **Maintain accessibility by addressing the condition of structures**

N / A – The scheme does not involve the maintenance of existing structures.

☒ **Ease congestion / bottlenecks**

Congleton is situated on the River Dane in east Cheshire. Four highways, the A34, A54 A536 and A534 all converge within the town in order to cross the river. Thus, the roads through the town centre carry both local traffic and traffic passing through the town in order to travel to destinations further afield such as Macclesfield and the M6.

As identified in the Cheshire East LTP 2011 – 2026 there is significant congestion (particularly at peak periods) in Congleton. Traffic Master data from 2010 identifies significant delays at several junctions including the A34 / A534 / A54 (Waggon and Horses) roundabout, A34 / West Street roundabout and A54 / A34 Rood Hill traffic signals.

Figure 1 below illustrates the relative level of delay at junctions in the AM peak based on output from Traffic Master data.

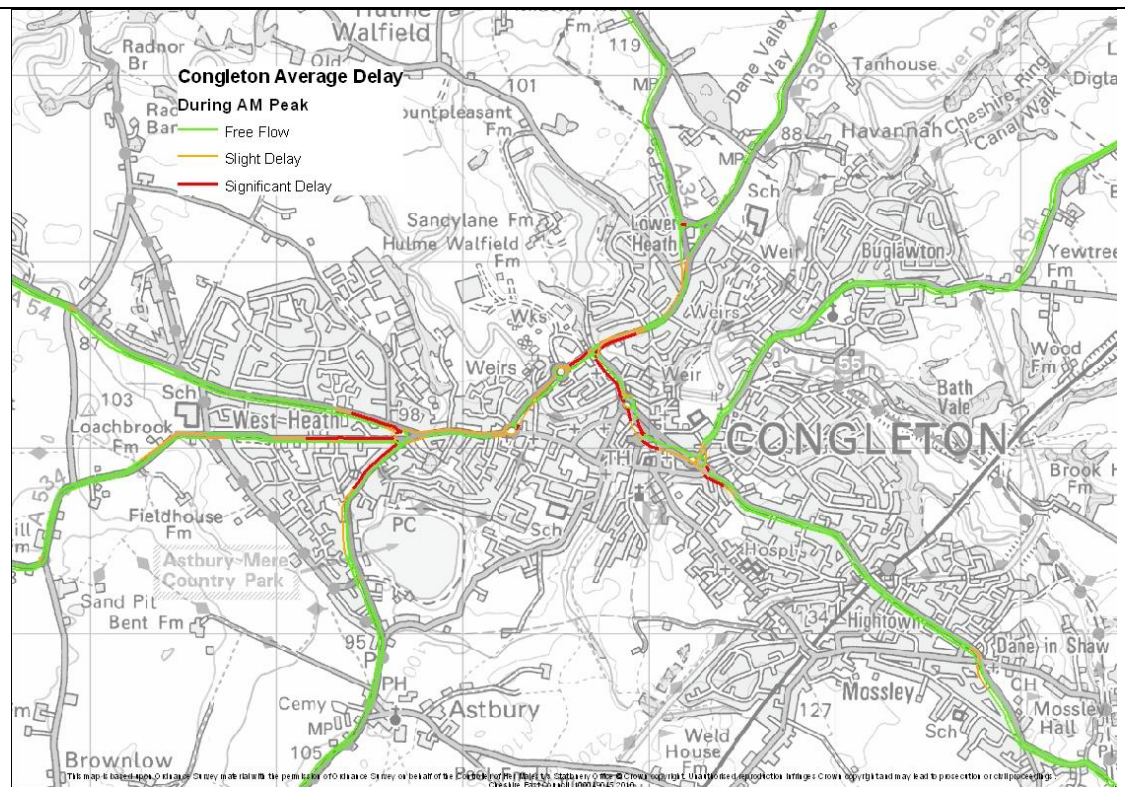


Figure 1 Delays at junctions and on links in the AM peak

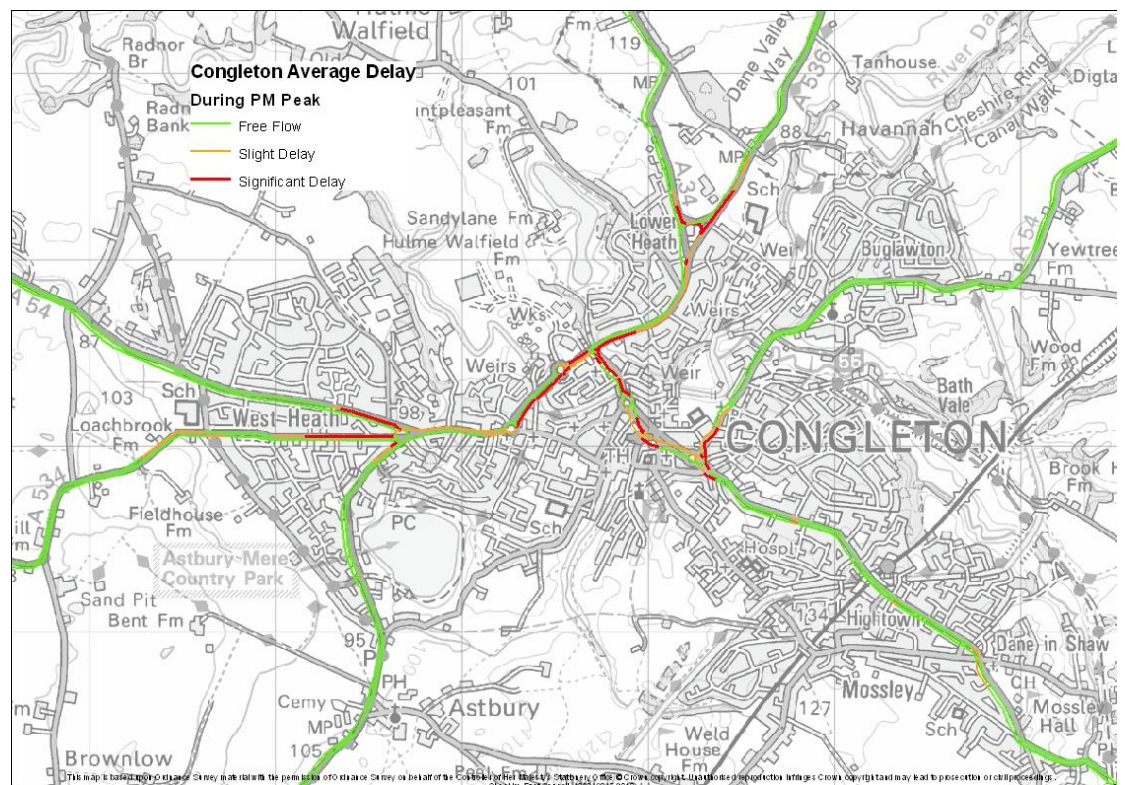


Figure 2 Delays at junctions and on links in the PM peak

Journey time surveys were also undertaken in October 2012 on 5 routes across Congleton, as outlined in the Traffic Survey Report completed as part of the CLR project. The results of these surveys have also been compared to Traffic Master data for the same period.

End to end times are longer in the peaks compared to the inter-peak period. The greatest difference between the peak / inter peak times is for route 3 northbound where the average AM peak time is nearly 19 minutes whereas the inter peak average time is around 10.5 minutes. This route runs from the A534 west of Congleton to Eaton on the A536 to the north. Route 1 (that runs along the A54 through the town) varies by between 4 and 5 minutes by direction, between the peak and inter peak times. Similar differences are noted on route 2 which runs from the A34 south of Congleton to the A527 near Biddulph via Mill Lane / West Street.

This suggests that there is congestion along these routes in the peak periods. The greatest level of congestion is experienced at the following junctions: A34 / A54 Rood Hill traffic signals, A54 / A534 / A34 Waggon and Horses gyratory, and the A34 / West Street roundabout. There is also congestion around the signals and roundabout on Mountbatten Way close to the town centre.

☐ **Other(s), Please specify –**

N / A

Strategic Case

This section should set out the rationale for making the investment and evidence on the strategic fit of the Scheme.

<p>Current Transport-Related Challenges Addressed by Scheme</p>	<p><i>What are the current problems to be addressed by your Scheme? (describe any economic, environmental, social problems or opportunities which will be addressed by the scheme). Please provide a clear link to how the intervention will overcome the identified problems and why this is the right intervention from a strategic perspective.</i> <i>(limit: 1 side of A4)</i></p> <p>Congleton is situated on the River Dane in Cheshire. Four highways, the A34, A54, A536 and A534 all converge within the town in order to cross the river. Thus, the roads through the town centre carry both local traffic and traffic passing through the town in order to travel to destinations further afield such as Macclesfield and the M6. High car ownership levels and heavy out commuting, lead to problems with congestion throughout the day, but especially during the AM and PM peak periods.</p> <p>As identified in the Cheshire East LTP 2011 – 2026 there is significant congestion (particularly at peak times) in Congleton. Traffic Master data from 2010 identifies significant delays at several junctions including the A34 / A534 / A54 (Waggon and Horses) roundabout, A34 / West Street roundabout and A54 / A34 Rood Hill traffic signals.</p> <p>CEC has identified three AQMA's within Congleton, where the required nitrogen dioxide standard is breached. These are on the A34 West Road, the A34/A54 Rood Hill and the A34 Lower Heath, all of which were declared on the 1st May 2005. These are all traffic related.</p> <p>The A54 Rood Hill and A34 Rood Hill to Lower Heath is a "Designated Important Area for Road Noise" as part of Environmental Work Directive. It requires CEC highways to produce a noise action plan to assess the options to reduce noise. Motorised traffic also causes severance around the town centre in particular for pedestrians and cyclists.</p> <p>There is anecdotal evidence that businesses are choosing not to expand existing operations in the town/immediate area due to the level of congestion experienced. This is supported by the attached document entitled, "The key to unlocking Cheshire East: Securing jobs and a future for the local</p>
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	<p>economy (DRAFT)", Link2 Prosperity, May 2013.</p> <p>The CLR will address all these issues by removing through traffic and thus reducing traffic volumes on the A34, A54 and A536.</p>
	<p><i>What is the consequence of this scheme not happening?</i></p> <p>Without the Link Road the impact of the housing allocations on the local highway network will have to be mitigated with local highway improvements on existing roads. These alternatives will increase local severance, reduce air quality and offer no opportunity to enhance pedestrian and cycle facilities. In terms of congestion relief the alternatives offer a much reduced level of improvement and do little to improve strategic links.</p> <p>The local highway improvements have been subjected to some preliminary testing using the SATURN traffic model. These have established that if capacity can be increased by localised widening at existing junctions, the additional traffic from developments can be accommodated. As noted previously the level of congestion reduction for existing traffic is expected to be minimal.</p>

<p>Future Transport-Related Challenges Addressed by Scheme</p>	<p><i>Are there any problems you have identified that will occur in the future that your Scheme is intended to address? (e.g. congestion, road safety, access to services and opportunities etc.).</i> <i>(limit: 1 side of A4)</i></p> <p>Without any intervention, the previous list of problems will continue to be experienced although the duration and numbers of people affected is expected to grow disproportionately. Key problems that would be exacerbated are:</p> <ul style="list-style-type: none"> • Congestion would be expected to spread beyond the peak; • Journey times across the network and delays at the key junctions identified above would deteriorate further; • The deterioration of network conditions would impact on the economic and social prosperity of the area; • Community severance and general conditions for non-motorised users would continue to worsen; • Conditions at the AQMA's identified above would continue to worsen; and • The strategic housing and employment sites identified above would not be deliverable without alternative infrastructure provision, impacting on the ability of the Council to deliver the jobs led growth aspirations identified within the emerging Local Plan.
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<p>Geographic Areas Affected by Scheme</p>	<p>Please provide information on the geographical areas that will benefit from your Scheme. You should indicate those areas that will directly benefit, areas that will indirectly benefit and those areas that will be impacted adversely.</p> <p>BENEFITS: Direct Impacts will focus on the A34 corridor through Congleton between the Lower Heath Gyratory (A34/A536 junction) and the Waggon and Horses roundabout (A54 / A534 / A34), where traffic flow will decrease and congestion is relieved. The A54 Holmes Chapel road and A534 Sandbach Road (within the urban area) will also be relieved.</p> <p>The town centre will benefit indirectly from reduced traffic levels, as traffic currently “rat running” on Mill street / West Street can use the more appropriate route via A54 Rood Hill and A34 Clayton By-pass.</p> <p>Holmes Chapel close to Junction 18 of the M6 will benefit from reductions in traffic on the A54 and A535, as traffic to / from the Macclesfield area to/from the M6 (south) transfers to route via the CLR to access the M6 Motorway at Junction 17. The SATURN traffic model forecasts traffic to be around 35% lower with the scheme in 2017 on the A535 than it would otherwise have been. In 2032 the flow on the A54 between Holmes Chapel and M6 Junction 18 is forecast to be around 10% lower with the scheme.</p> <p>It should be noted that based on the 2010 English Indices of Multiple Deprivation, there is one area of Deprivation within Congleton (Bromley Farm) and two areas within South Macclesfield (South Park and Weston) that will benefit from the introduction of the scheme.</p> <p>DISBENEFITS: A small number of existing properties on Chelford Road on the western edge of Congleton may experience an increase in noise due to the new road. Mitigation measures are likely to be possible to reduce or eliminate this impact.</p>
<p>Contingency Planning</p>	<p>If LGF funding is not available for your Scheme, do you have a contingency plan for this Scheme?</p> <p>The Council is fully committed to the delivery of the CLR. Due to the scale of the CLR and the current financial constraints associated with securing funding for Local Authority Major Schemes the Council is committed to the development of a financial plan that seeks to maximise the potential for private sector contributions as well as other local and central Government funding sources from outside of the SEP process. In the event that funding for the CLR isn't available, lower</p>

	<p>costs measures on the existing A34 corridor will be developed as noted previously, to facilitate the developments identified in the Local Plan Strategy. These measures would not deliver the transformational benefits of the Link Road, provide no future transport capacity, and attract lower developer contributions – whilst still costing in the region of £10M.</p> <p>The Contingency Plan for the scheme is that it would have to be included in the scheme of critical infrastructure delivered from future developer contributions. This will be through receipts gathered under the Community Infrastructure Levy (CIL) regulations.</p> <p>However, the current timescale for the adoption of the Community Infrastructure Levy is mid 2015 at the earliest. There is considerable competition for this funding not least from other highway improvement schemes but also from other required infrastructure such as school expansion programme and open space provision.</p> <p>At this stage it is difficult to assess the priority of schemes that will receive funding through CIL. Furthermore, even if this scheme were to be a priority funded scheme, progress would have to wait until sufficient development had taken place to match the necessary shortfall in funding.</p> <p>If LGF funding is not secured, then alternative mitigation and/or alternative funding sources would have to be examined. If the scheme was wholly dependent on capturing CIL receipts, it would delay the delivery of the scheme by up to 10 to 15 years. Most notably the strategic housing and employment sites identified would be less easy to deliver impacting on the ability of the Council to deliver the growth aspirations identified within the Local Plan Strategy.</p> <p>As part of the development and appraisal of alternative options for the CLR, analysis has revealed that with the exception of the promoted scheme, the broad range of options considered would fail to address the current and future transport problems and support the delivery of the strategic objectives for the Congleton area, namely:</p> <ul style="list-style-type: none"> • To support the economic, physical and social regeneration of Congleton by creating and securing jobs; • To relieve existing town centre traffic congestion/ HGVs, remove traffic from less desirable roads and facilitate town centre regeneration; • To open up new development sites and improve access to Radnor Park Industrial Estate and Congleton Business Park;
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	<ul style="list-style-type: none"> • To improve strategic transport linkages across the Borough facilitating wider economic and transport benefits; • To reduce community severance along key town centre corridors; and • To reduce traffic related pollutants within the towns declared Air Quality Management Areas.
	<p><i>Please describe what alternative options have been considered and why these have been rejected.</i></p> <p>In accordance with best practice for the development of transport strategies, a broad range of potential transport interventions (28) were identified and appraised against their potential contribution to the delivery of the Council endorsed objectives (see above) as well as the transport related problems for the Congleton area. This has been reported in a Stage 1 Scheme Assessment Report (B1832001/OD004 December 2013) based on the Department for Transport's Design Manual for Roads and Bridges guidance on Scheme Assessment Reporting.</p> <p>In addition each intervention was subjected to an EAST (Early Appraisal Sifting Tool) assessment. This approach enabled a consistent and transparent means for the identification of a preferred transport solution for the Congleton area which accords with the Treasury's best practice five case model and guidance for the development of Local Authority Major Schemes.</p> <p>Potential interventions included multi modal schemes, on line highway improvements and off line (Link Road) options, that can be summarised as follows:</p> <p>Multi-modal Options</p> <ul style="list-style-type: none"> • Bus services/facilities improvement • Park and Ride facilities in the town • Additional financial support for existing services • Rail service/facilities improvement • Promotion of existing facilities through marketing • Improved pedestrian and cyclist facilities • Public realm improvements • Car share schemes • Travel planning (businesses and schools) <p>Online Improvements through Congleton</p> <ul style="list-style-type: none"> • Tidal flow on A34 • Localised junction improvements • Network management measures (MOVA, SCOOT)

	<ul style="list-style-type: none"> • Strategic signing strategy • Traffic management strategy • Parking strategy • HGV ban • Rationalised junction strategy <p>Off line highway options</p> <ul style="list-style-type: none"> • Link road connecting A534 Sandbach Road to A536 Macclesfield Road • 'Partial' Link Road connecting A534 Sandbach Road to Viking Way • 'Partial' Link Road connecting Viking Way to A536 Macclesfield Road • Link to the south of Congleton • Link to the east of Congleton <p>The process concluded that a highway based solution is the preferred transport intervention and this was endorsed by Cabinet in May 2013. It was acknowledged that lower cost options would be complementary to the CLR scheme promoted within this submission but would not be successful in removing the volume of traffic from Congleton required to alleviate the existing / future problems and meet the agreed objectives for the Congleton area (referenced above).</p> <p>As noted previously a composite on-line lower cost option has been tested using the SATURN traffic model. The outputs from this have been used to assess the economic impact of this option, based on some preliminary designs and associated costs estimates. It should be noted that the level of congestion relief is much less for this option.</p>
<p>Fit with overall Strategy</p>	<p><i>Please provide a description for how your proposal fits with the overall LEP strategy.</i></p> <p>The scheme supports the High Growth City strategic priority, specifically policies:</p> <p>T2: Connectivity enhancement between Crewe, M6 and mid-Cheshire towns and</p> <p>T3: Access improvement to unlock priority employment and housing sites across the LEP area towns to unlock High Growth City</p> <p>I1: Promoting Cheshire and Warrington as 'open for business</p> <p>B1: Supporting Business Growth and Excellence in Cheshire and Warrington</p>

- **Reduce congestion and improve the efficiency of the network to support economic growth and regeneration**

The CLR will remove through traffic currently travelling between A34(N)/A536(N) and A54(W)/A534(W). This will relieve congestion at three key junctions in Congleton:

- A34/A54/A534 Waggon and Horses roundabout,
- A34 West Road/West Street/A34 Clayton Bypass roundabout,
- A34 Clayton Bypass/A34 Rood Hill/A54 Rood Hill traffic signals.

It will open up land to the north of Congleton for new housing development/industrial use and improve access to existing Radnor Park industrial estate and Congleton Business Park, with a new direct access to/from the A54(W) and A534 (see appended Development Strategy supporting information).

Holmes Chapel close to Junction 18 of the M6 will benefit from reductions in traffic on the A54 and A535, as traffic to / from the Macclesfield area to/from the M6 (south) transfers to route via the CLR to access the M6 Motorway at Junction 17.

- **Reduce the impact of traffic on the environment, reduce carbon emissions and take steps to adapt the transport network to the effects of climate change;**

The scheme will result in reduced congestion and delay on key parts of the network. Significant levels of traffic will reassign from the town centre and sensitive receptors as identified below.

- CEC has identified 3 AQMA's within Congleton, where the required nitrogen dioxide standard is breached. These are on the A34 West Road, the A34/A54, Rood Hill, Congleton, and the A34 Lower Heath, all of which were declared on the 1st May 2005. These are all traffic related.
- The A54 Rood Hill and A34 Rood Hill to Lower Heath is a "Designated Important Area for Road Noise" as part of Environmental Work Directive. It requires CEC Highways to produce a noise action plan to assess the options to reduce noise. Motorised traffic also causes severance around the town centre in particular for pedestrians and cyclists.

- **Maintain large transport structures;**

N / A – the CLR will not support the maintenance of any large transport structures.

- **Contribute to safe and secure transport and promote types of transport that are beneficial to health;**

The reduction in queues associated with the scheme and the transfer of traffic to a highway built to modern standards will reduce the risk of accidents. From analysis of the accident records (2007 - 2011) on the web site

<http://crashmap.co.uk/Search>, this reveals that there were the following accidents within the immediate vicinity of the scheme (between Child Lane / A34 Newcastle Road Junction and Smithy Lane / A34 Congleton Road / School Lane Junction).

- 3 Fatal.
- 11 Serious; and
- 34 Slight.

The removal of significant levels of traffic from the Congleton area will also improve the safety for non-motorised users and promote travel by healthier modes.

In terms of security the scheme will be designed to modern standards and include appropriate provision of non-motorised user facilities to meet current demands in the area, including a combined footway and cycleway on one side of the road.

- **Improve accessibility to jobs and key services, particularly for disadvantaged communities or groups.**

As identified the introduction of the CLR will have significant benefits for one of the Borough's largest employment centres. Congleton with a population of over 26,000 is the third largest urban area within the Borough. The CLR will reduce delays on both the local and strategic network providing significant benefits for local residents, business users and commuters. The Removal of traffic congestion and associated environmental impacts within Congleton will support inward investment opportunities, improve access to key services as well as the economic and social prosperity of the area. The CLR will also support the unlocking of sub regionally important development sites at M6 Junction 17 and South Macclesfield.

It should be noted that based on the 2010 English Indices of Multiple Deprivation, there is one area of deprivation within Congleton (Bromley Farm) and two areas of deprivation within South Macclesfield (South Park and Weston) that will benefit from the introduction of the scheme.

<p>New Housing</p>	<p><i>If this scheme facilitates the delivery of new houses, please state the number of houses expected, their location and over what timescale.</i></p> <p>The scheme will facilitate the development of the following strategic development sites over the local plan period (2014 to 2030).</p> <ul style="list-style-type: none"> • Back Lane and Radnor Park – located to the North West of Congleton with the potential for 500 new homes; • Congleton Business Park Extension – located on the North Western edge of Congleton with the potential for 450 new homes adjacent to Congleton Business Park; • Giantswood Lane to Manchester Road – located to the North of Congleton, this is a Strategic Location with the potential for 550 new homes and an additional Local Plan Strategy site to the south of Giantswood Lane for 150 new homes; and • Manchester Road to Macclesfield Road – located to the North of Congleton with the potential for 550 new homes.. <p>TOTAL DIRECT - 2200</p>
	<p><i>Are these houses in addition to those included within the Local Plan?</i></p> <p>The housing identified above is all identified in the emerging Local Plan. The new Local Plan for Cheshire East is not yet adopted, but has been approved by Full Council and will be submitted for inspection in Spring 2014. It is expected to be adopted later in 2014.</p>

Economic Case

This section should set out the case for the Scheme in supporting the economic growth of Cheshire & Warrington.

Job and Wealth Creation and Impact on Skills Across Cheshire & Warrington	<p><i>Please indicate (where possible) the scale of direct and indirect employment opportunities being created as a result of implementing this Scheme.</i></p> <p><i>Indicate the timescale over which these opportunities are expected to be realised.</i></p> <p>3,458 jobs</p> <p>Estimates of the number of permanent jobs generated have been derived based on the allocations of land proposed for the local plan. It should be noted that phased development of the land has been assumed with approximately 10% developed by 2020 with 100% by 2032. Beyond 2032 the number of new jobs is assumed to remain constant, which is a conservative estimate.</p> <p>The table below lists the number of jobs expected to be generated on the sites allocated in the local plan.</p>																								
	<table><tr><th>Year</th><th>Light industry (business park)</th><th>Business park / serviced office</th><th>General office (public administration)</th><th>TOTAL</th></tr><tr><td>2020</td><td>149</td><td>200</td><td>83</td><td>432</td></tr><tr><td>2032</td><td>1,191</td><td>1,600</td><td>667</td><td>3,458</td></tr><tr><td>2077</td><td>1,191</td><td>1,600</td><td>667</td><td>3,458</td></tr></table>					Year	Light industry (business park)	Business park / serviced office	General office (public administration)	TOTAL	2020	149	200	83	432	2032	1,191	1,600	667	3,458	2077	1,191	1,600	667	3,458
	Year	Light industry (business park)	Business park / serviced office	General office (public administration)	TOTAL																				
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<p><i>What is the evidence base underpinning your employment estimate?</i></p> <p>Each land use will generate a different number of jobs per square metre of floor area. It is clearly not possible to speculate exactly what types of industry and firms would be attracted to the area, but based on site areas and typical averages by industry sector, an estimate has been made of the effective Gross Floor Area for each site (as opposed to the total land allocated for development). Light industry is assumed to generate 1 employee per 47sqm, business park / serviced office 1 employee per 10sqm and general office 1 employee per 12sqm.</p> <p>The assumed split between the 3 proposed land uses remains constant across all years with 70% of the floor area developed in light industry (high technology), 20% in business park / serviced offices and 10% in public administration (education, health etc).</p>																									

	<p><i>Is this a local figure net of displacement from other areas?</i></p> <p>No. The displacement affect has not been accounted for in the calculations of the total number of jobs. However as noted below we have made allowance for this and other factors when calculating GVA.</p>
Growth in GVA	<p><i>Please provide an estimate of the impact of your Scheme in growth of Gross Value Added.</i></p> <p>£1.153bn GVA</p> <p>Based on the above methodology, there is a forecast increase in GVA to the local economy of £1.153bn over the 60 year period, and which can be directly related to the impacts on the transport scheme.</p> <p>This is a 'net' GVA figure, and incorporates the impacts of the potential redistribution of jobs from other areas.</p> <p>This equates to a benefit of around £19m per year in a DfT price base of 2010 (based on the total number of jobs in 2077).</p>
	<p><i>Is this a local figure net of displacement from other areas?</i></p> <p>Yes. The displacement affect has been accounted for in the calculations. Based on Homes and Communities Agency guidance we have made allowances for various impacts reducing the number of jobs and GVA</p> <ul style="list-style-type: none"> • deadweight (development likely to have happened anyway) = 24% • leakage = 6% • displacement from adjoining areas = 21% <p>In addition we have allowed for the the beneficial impact of combined development in one location. This is equivalent to a 10% increase.</p>

Explain how you have arrived at the GVA figure.

In line with the **Treasury's Green Book guidance**, the benefits are aggregated by extrapolating the total modelled benefit to allow a 60 year present value benefit to be calculated. It is discounted and for years beyond 2032 (the last modelled year) scaled for income growth. All values are in 2010 prices.

The discount rate is taken from the Green Book table 6.1 which suggests a discount rate of 3.5% for years 0 to 30 and a rate of 3.0% for years 31 to 60. The effect of this is to reduce the value of the additional GVA over time, and in a consistent manner with all other transport benefits.

Income Growth has been forecast using locally specific data for Cheshire East / North West England, from the Office for National Statistics (ONS). Observed data for 2002 to 2007 has been used as the basis for estimated figures for 2010, by industrial sector. Income levels fluctuate by sector over time, however for the 4 relevant sectors income was forecast to have grown between 2007 and 2010.

In 2010 prices GVA per person per year has been calculated to be approximately £41,000 for the production sector (light industry), £26,000 for construction, £41,000 for information / communications and £18,000 for public administration, education and health.

Local GVA assessments typically include the total GVA calculations without any allowance for jobs that have simply relocated from other areas. It should be noted that in this case allowance has been made for the following factors that mean not all the total value can be attributed to the scheme. Only brand new jobs are therefore included.

Typically 24% of total level of job creation is "deadweight" that would be likely to have happened anyway and is not associated with the scheme, 6% leakage and 21% are jobs displaced from adjoining areas (and so are not additional jobs). In total therefore, 49% is directly attributable to the transport scheme (i.e. 51% of the calculated GVA needs to be removed from economic appraisal purposes).

Allowance does however need to be made for the potential beneficial impact of combined development of related activities on sites in close proximity that the new link road would permit. This is estimated to be equivalent to around a 10% increase in GVA (based on HCA guidance).

<p>Productivity Benefits to Business</p>	<p><i>Please describe how the Scheme will improve travel times, accessibility changes to business, unlocking land for development etc.</i></p> <p>The scheme results in significant reductions in delay of up to 261pcu hours across the AM peak period with reductions of 381 pcu hours in the PM.</p> <p>Over a 60 year appraisal period the scheme will deliver around £131m of journey time benefits for Business Users and around £147m of journey time benefits for Commuters and Other users.</p> <p>As previously identified the scheme will facilitate the delivery of the following strategic development sites which has provision for commercial and retail development and have the potential to create jobs. CLR will accelerate delivery of the following sites:</p> <ul style="list-style-type: none"> • Back Lane and Radnor Park – potential for an extension to Radnor Park Trading Estate with 10 hectares for employment uses, retail to meet local needs, 10 hectares of leisure uses, a new primary school and other community uses; • Congleton Business Park Extension – potential for a 10 hectare extension to Congleton Business Park for employment, as well as commercial uses and retail to meet local needs; • Giantswood Lane to Manchester Road –provision of retail to meet local needs; • Manchester Road to Macclesfield Road – potential for the provision for some small scale local retail, approximately 200sqm – 300sqm and other community uses.
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	<p><i>Describe the analysis undertaken to support this – explaining for example, whether a WebTAG compliant appraisal has been undertaken.</i></p> <p>A WebTAG compliant appraisal has been undertaken for 4 shortlisted route options. This has included the development of a WebTAG compliant SATURN highway model with a base model produced to represent 2012 conditions. The base year validation is documented in a Local Model Validation Report (LMVR) that is compliant with WebTAG guidance. The scheme has been tested with an assessment year of 2032, and assessed against a future year Do-Minimum network incorporating the committed scheme above. Traffic levels for this assessment have been forecast using the industry standard TEMPRO database (using AF09 dataset) to derive locally adjusted growth factors. This is an accepted approach for predicting future traffic levels. An uncertainty log has been developed to identify all development in the area (including parts of adjacent authorities as appropriate) and assess the likelihood of their implementation. A core development scenario has been derived for both 2017 (opening year) and 2032 (design year). Total growth was constrained to TEMPRO levels for this core scenario. In addition development proposed in the emerging Local Plan has been included in a Core Plus scenario. This development is in addition to that included in core (as constrained by TEMPRO). This includes all the development outlined previously and also the housing and employment proposed for the South Macclesfield Development Area.</p> <p><u>An AST has been produced, for the options, including noise and air quality.</u></p>
<p>Indicative Scheme Benefit:Cost Ratio</p>	<p><i>Please state a BCR numerically. If a BCR is not available, please provide an explanation of when it may be available or other justification that the scheme provides value for money. Please note that a BCR is expected for all schemes >£5m commencing in 2015/16.</i></p> <p>BCR 3.1</p> <p>The economic assessment has been based on standard economic appraisal methodology. Scheme costs have been estimated for all the route options proposed. Scheme benefits and disbenefits have been calculated with regard to changes in journey time, vehicle operating costs, and accidents. Standard industry approaches have been used to calculate and define the relative benefits of the scheme options through the use of Department for Transport (DfT) approved software packages TUBA and COBA-LT that are linked to the traffic model.</p> <p>In order to generate a BCR, scheme costs have been discounted to 2010 prices. The above benefits result in a BCR of 3.1 which the DfT consider as representing High Value for Money. This is considered to be a low estimate for the following reasons:</p> <ul style="list-style-type: none"> • It includes the costs of spur roads to connect to Radnor Park industrial estate and Congleton Business Park (which would be expected to secure developer contributions)

	<ul style="list-style-type: none"> • Scheme cost estimates include allowance for risk and optimism bias (at the higher value of 44%) • Preliminary compensation cost estimates are robust. <p>The calculation of this BCR is documented in the Economic Assessment Report (Monetised Costs and Benefits)(B1832001/OD016 February 2014).</p> <p>It should be noted that environmental impacts on carbon, air quality and noise have been quantified and are included in the calculation of the quoted BCR.</p> <p>Given the nature of the scheme we have not attempted to include for any maintenance benefits associated with the scheme, as these are expected to be minimal.</p> <p>As noted above the scheme BCR would be expected to significantly increase once it has progressed through statutory processes and the level of Optimism Bias uplift is adjusted accordingly.</p>
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An Appraisal Summary Table (AST) is appended to this Information Form.

Financial Case

This section is asking you to set out the financial case for your Scheme.

<p>Scheme Costs</p>	<p><i>Before putting forward a Scheme proposal for potential funding, Scheme promoters should ensure they understand the financial implications of developing the Scheme (including any implications for future resource spend and ongoing costs relating to maintaining and operating the asset), and the need to secure and underwrite any necessary funding outside the LGF contribution</i></p> <p>Cheshire East Council fully understands the financial implications of developing the scheme and has secured any necessary funding outside of the LTB's contribution.</p> <p><i>State scheme cost, identify the separate funding elements and detail the funding profile.</i></p> <table border="1"> <thead> <tr> <th>£000s</th> <th>2017/18</th> <th>2018/19</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>LGF funding sought</td> <td>£20.0</td> <td>£25.0</td> <td>£45.0</td> </tr> <tr> <td>Local Authority contribution</td> <td>£10.0</td> <td>£5.0</td> <td>£15.0</td> </tr> <tr> <td>Third Party contribution*</td> <td>£5.0</td> <td>£10.0</td> <td>£15.0</td> </tr> <tr> <td>TOTAL</td> <td>£35.0</td> <td>£40.0</td> <td>£75.0</td> </tr> </tbody> </table> <p><small>* It is the Councils intention to underwrite all Third Party contributions.</small></p>	£000s	2017/18	2018/19	Total	LGF funding sought	£20.0	£25.0	£45.0	Local Authority contribution	£10.0	£5.0	£15.0	Third Party contribution*	£5.0	£10.0	£15.0	TOTAL	£35.0	£40.0	£75.0
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TOTAL	£35.0	£40.0	£75.0																		
<p>Promoting Authority Contributions</p>	<p><i>Please provide a commentary on your commitment to spend.</i></p> <p>As shown by the funding profile above the Council is seeking a 60% contribution from the SEP towards the scheme.</p> <p>The Council will be responsible for any cost overruns.</p> <p><i>Do you have s151 Officer approval for this expenditure in line with your scheme expenditure profile?</i></p> <p>No. Full political support for project – evidenced by commitment to fund project development costs</p>																				

<p>Third Party Contributions</p>	<p><i>Please provide details on any third party contributions for your Scheme. This should include evidence to show how any third party contributions are being secured (e.g. S106 agreement) the level of commitment and when they will become available.</i></p> <p>The Council is actively developing a robust financial plan to support the delivery of the scheme. Potential third party contributions towards the scheme have been identified from the following sources:</p> <ul style="list-style-type: none"> • Section 106: the Council intend to include a Section 106 policy for the aforementioned strategic housing sites within the emerging Local Plan. Based on average house prices for the Congleton area and assuming a 30% affordable home allowance, <u>viability assessments</u> have revealed that over the Plan period the sites have the potential to contribute between £10 and £15 million towards the CLR. • Borough Wide CIL receipts: as part of the emerging Local Plan the Council is in the process of developing a Borough wide CIL strategy. Based on average house prices across the Borough and assuming a 30% affordable home allowance, investigations have revealed that over the Plan period potential CIL receipts are significant. <p>In addition to the above the Council will also seek to support the delivery of the CLR through the following Government funding sources:</p> <ul style="list-style-type: none"> • New Homes Bonus: over the Local Plan period the CLR will support the delivery of over 2,000 homes with a significant proportion being affordable homes. The Council is investigating the use of this annual Government funding source and associated affordable home enhancements to support the delivery of the CLR. • Applications for funding through future rounds of Regional Growth and Growing Places Fund: As well a robust 'transport case', the Council considers that the CLR has a strong fit with the Government's agenda to support economic growth and facilitate the delivery of key housing and employment sites. The Council will therefore continue to be proactive in securing additional Government funding for the CLR. <p>Due to the importance of the CLR to the Borough's strategic highway network and its requirement to support the delivery of strategic housing and commercial sites the Council is also investigating the potential use of capital receipts to support the delivery of the scheme.</p> <p>Work is on-going to develop the financial plan for the scheme in time to support the Local Plan inspection process scheduled for</p>
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	<p>later in 2014. The financial plan for the scheme will be a 'live' document that is updated at key milestones in the scheme programme to reflect any changes in potential funding sources. It is considered that as the LTB application is for funding in the 'medium term' that the scheme programme allows for sufficient time to enable a robust financial plan to be in place to support the CPO process and provide delivery assurance to the LTB.</p>
	<p><i>Is this commitment legally binding / secure?</i> Not yet legally binding, as the development sites identified are in the emerging Local Plan which has not yet been adopted.</p>

Affordability and Financial Risk	<p><i>What risk allowance has been applied to the project cost (e.g. QRA / Optimism Bias)?</i></p> <p>In line with DfT guidance (TAG Unit 3.5.9) the scheme costs have been adjusted to account for risk and optimism bias.</p> <p>Optimism bias is defined by The Green Book (HM Treasury, 2003) as “a demonstrated systematic, tendency for project appraisers to be overly optimistic”, and, in effect, results in an under estimation of the scheme costs. The DfT recommends the use of an uplift to reflect optimism bias in the scheme costs.</p>				
	Category	Types of Project	Stage 1 (Programme Entry)	Stage 2 (Conditional Approval)	Stage 3 (Full Approval)
	Roads	Motorway Trunk roads Local roads Bicycle facilities Pedestrian facilities Park and Ride Bus lane schemes Guided buses on wheels	44%	15%	3%
<p>As the CLR is currently in the option development phase and is yet to secure Statutory Approvals an Optimism Bias adjustment of 44% has been applied to the scheme costs.</p> <p>A detailed Quantified Risk Assessment the Council has not been completed.</p> <p>The Council will be responsible for any cost overruns.</p> <p>Value engineering principles will be adopted to avoid cost overruns. Any issues will be reported to the Project Board via the Governance arrangements which are in line with PRINCE2.</p>					

<p>Legacy Benefits</p>	<p><i>Please provide information on any legacy benefits (if any) of your Scheme.</i></p> <p>The scheme will reduce the maintenance costs associated with the local road network.</p>
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Management Case - Delivery

This section is asking you to demonstrate how you intend to assess whether your Scheme is deliverable in the next spending round or at some future date.

<p>Current Scheme Status</p>	<p>Please state scheme status e.g. <i>Is the scheme at the conceptual stage? Has a business case been developed? Is it a committed scheme or has it been given legacy provisional approval? Has a bid for funding been submitted/ was it successful?</i></p> <p>The CLR is currently in the option development phase and the Preferred Route Announcement is targeted for May 2014 in line with the Local Plan process.</p> <p>An outline business case for the scheme is under development along with a WebTAG complaint traffic model. Funding to complete the business case and to progress the scheme to Preferred Route Announcement has been committed by the Council.</p> <p>The following is a list of items/tasks/programme milestones that the Congleton Project has achieved to date:</p> <ul style="list-style-type: none"> • Initial Investigation & Scoping - review of problems, opportunities, constraints and production of an Interventions Report • Development of a set of scheme objectives • Improvement Strategy identification followed by Early Assessment and Sifting Exercise (EAST report produced) • Data gathering including • Noise & Air Quality desk study • Geotechnical Desk Study • Traffic data collection and traffic model development (including LMVR and TFR) • Ecological Phase 1 Habitat Survey • Landownership survey • Landscape survey • for production of a Stage 1 Scheme Assessment Report • Options Cost Estimate development • Economic Appraisal • Environmental Impact Assessment (& Report) • Stage 2 Scheme Assessment Report • Public Consultation exercise (& Report)
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<p>Commitment to Fund Scheme development</p>	<p><i>Please state what level of commitment there is to develop the Scheme to a Business Case and what funding is required for scheme development/ Business Case preparation?</i></p> <p>The Council is fully committed to progress the scheme. The scheme has been prioritised following an initial sifting exercise of the 'long list' of schemes included within the Capital Plan. Schemes have been prioritised based on the following criteria:</p> <ul style="list-style-type: none"> • Strategic Fit with LTB Objectives; • Likely Value for Money (Transport Benefits); • Deliverability by 2019; and • Third party Contributions. <p>The subsequent list of priority schemes has been agreed with the Council's Senior Members.</p> <p>As identified above the CLR is currently in the option development phase and the Preferred Route Announcement is targeted for May 2014 in line with the Local Plan process.</p> <p>An outline business case for the scheme is under development following on from the WebTAG complaint traffic model. Funding to complete the business case and to progress the scheme to Preferred Route Announcement has been committed by the Council (Cabinet Approval, November 2012).</p> <p>As identified the above SEP funding for the scheme is being requested for the medium term. This is to support the development of a robust financial plan to secure the additional funding required to facilitate the delivery of the scheme. Prior to securing the level of Third Party contributions required to meet the funding gap it is the Council's intention to underwrite them.</p> <p>A Cabinet Report has been produced which will be presented to the April 2014 Cabinet which seeks funding for the next stage of work. To date in the region of £1m of Council funds have been spent on scheme development which demonstrates considerable commitment to the scheme.</p>
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<p align="center">Scheme Programme</p>	<p><i>Please provide a scheme programme and phasing. Please also include key milestones if known.</i></p>		
	<p>Key milestones for the CLR are as follows:</p>		
	<p align="center">Activity</p>	<p align="center">Start Date</p>	<p align="center">End Date</p>
	<p>Confirmation of Scheme Objectives</p>	<p align="center">Oct 2012</p>	<p align="center">March 2013</p>
	<p>Confirmation of Preferred 2012 March 2013 Modal Solution (Interventions Report and EAST Appraisal).</p>		
	<p>Option Development and Route Identification.</p>	<p align="center">March 2013</p>	<p align="center">Sept 2013</p>
	<p>Public Consultation and Preferred Route Announcement</p>	<p align="center">Sept 2013</p>	<p align="center">May 2014</p>
	<p>Preliminary Design</p>	<p align="center">Mar 2014</p>	<p align="center">Dec 2014</p>
	<p>Environmental Statement</p>	<p align="center">Sept 2014</p>	<p align="center">Nov 2014</p>
	<p>Planning</p>	<p align="center">Dec 2014</p>	<p align="center">Apr 2015</p>
	<p>Statutory Orders</p>	<p align="center">Dec 2014</p>	<p align="center">Sept 2016</p>
	<p>Detailed Design</p>	<p align="center">June 2015</p>	<p align="center">July 2016</p>
	<p>Construction</p>	<p align="center">Oct 2016</p>	<p align="center">Sept 2018</p>
	<p>The latest scheme programme is appended to this submission.</p> <p>The scheme would be delivered in the short term (Autumn 2016 to Autumn 2018).</p>		
	<p align="center">Other Partners Involved in Scheme Delivery</p>	<p><i>Please provide details of the partnership bodies (if any) you plan to work within the design and delivery of the proposed scheme. This should include a short description of the role and responsibilities of the partnership bodies.</i></p> <p>The scheme will be delivered by the Council.</p> <p>Investigations are on-going regarding the potential to secure Third Party contributions.</p>	

<p>Scheme Acceptability</p>	<p><i>Does the scheme have clear political support?</i></p> <p>Letters of support have been received from the following organisations:</p> <ul style="list-style-type: none"> • Link 2 Prosperity • East Cheshire Chamber of Commerce, who canvassed all their members and also led a delegation to Parliament to meet the Congleton MP and Minister for Planning • MP support from both Macclesfield and Congleton referenced in Hansards • Congleton Town Council • Congleton Town Partnership • Congleton High School and Eaton Bank Academy • Congleton Business Association (retail) <p>A copy of the above letters of support are included within the appended document, "The key to unlocking Cheshire East: Securing jobs & a future for the local economy", DRAFT, May 2013.</p> <p>A Business specific consultation undertaken as part of the Cheshire East Local Plan, identified poor East West links transport links and access to the Motorway as a problem. In Congleton, a collection of 48 local businesses, including multi-national companies such as Siemens and Senior Aerospace have formed a lobby group 'Link 2 Prosperity' to support proposals for a new Link Road around Congleton to address poor transport links that are harming the local economy. In the recent Congleton route option consultation exercise 231 individual businesses responded in total, all in support of the new link. 99.6% of the business community cited the reason for support as 'economic benefits'.</p> <p><i>Does the scheme have public support?</i></p> <p>Yes, the scheme does have public support.</p> <p>A public consultation exercise was undertaken between 13th January 2014 and 28th February 2014. This included a manned exhibition over 3 days at Congleton Town Hall, displays at Council offices, a consultation leaflet (distributed to local residents within 500m of the scheme and stakeholders) and information on the Council website. We have also met with Local Parish Councils and individual land owners.</p> <p>Nearly 1300 completed questionnaires were received.</p> <p>Preliminary indications suggest that there is support for all 4</p>
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route options presented at the consultation. **Around 75% of respondents favoured at least one of the options presented**, whilst only around 20% were against all 4 options. Around two thirds of respondents saw reduced traffic congestion as one of the most important justifications for the scheme.

There is localised opposition to specific route options and the development proposals in the local plan, for example from Somerford Parish Council and Eaton Parish Council and where some residents would potentially experience increases in traffic close to their properties.

The business community was engaged via the Link 2 Prosperity Group of the East Cheshire Chamber of Commerce, and they were generally supportive.

Previously we have indications from other engagement activities that indicate there is support in principal for a Link Road to the north and west of Congleton.

Activities	Outcome (s)	Date
Local Transport Plan(LTP3) Consultation (Implementation Plan) Including: <ul style="list-style-type: none"> • Direct Meetings with all Town Councils in Cheshire East. • Engagement with the 7 Local Area Partnership Boards (LAP's). • Electronic and traditional public awareness /engagement programme. 	<ul style="list-style-type: none"> • Consultation on the priority theme withinLTP3 of 'Creating the Conditions for Business Growth'. • Analysis showed that nearly 80% of respondents supported the initiatives within this priority theme. 	Jan / Feb2011

In addition to the above Link 2 Prosperity have also provided 950 positive responses to the Cheshire East Local Plan Development Strategy.

Statutory Processes	<p><i>Does the scheme have Planning Approval? If not what needs to be done before a planning application can be submitted and what is the timeline for submitting a planning application?</i></p> <p>No, the scheme does not have planning approval yet. The current scheme programme envisages a planning application submission in late 2014. Once the preferred route has been announced in early Summer 2014, work will begin to produce an Outline Business Case which will provide evidence for the planning application. Supporting work will include a detailed Environmental Impact Assessment as well as an updated Economic Assessment Report.</p>
	<p><i>Is there a likelihood of a public inquiry? If not please explain why you expect this to be the case.</i></p> <p>Yes, A Public Inquiry is likely and has been allowed for in the project plan / programme</p>
Land	<p><i>Do you need to acquire land to implement this scheme? If so, please explain where you are with this process and when you expect to be able to acquire the land.</i></p> <p>Yes – allowance for CPO in programme</p> <p>Contact has been made with all relevant land owners in order to gain access to land for the required environmental surveys. Informal preliminary discussions have been undertaken with some land owners. In particular those locations which are common to all the proposed options. Once a preferred route has been identified detailed Ground Investigation surveys will be undertaken. At that stage formal engagement with the affected land owners will commence. At this stage it is not clear how much land will be the subject of compulsory acquisition.</p>
Construction Procurement	<p><i>How do you intend to procure the construction of the scheme and what is your timeline for this?</i></p> <p>The preferred form of procurement has yet to be decided – Target cost / ECI assumed in programme</p>
General Risk to Scheme Delivery	<p><i>Please describe any other risks (and risk mitigation) associated with your Scheme.</i></p> <p>The Risk Register for the scheme is included within the</p>

	<p>Supporting Information appended to this submission. Progress regarding project risks is communicated to the Project Board in line with the Governance arrangements (see below).</p> <p>A commentary on the key projects risk is provided below:</p> <ul style="list-style-type: none"> • Planning – The scheme crosses mainly semi-rural agricultural land in open countryside to the north of Congleton. Progress on the CLR development must be made in close liaison with landowner / developer interests and CEC planning policy to avoid conflict of interests. The CLR will be progressed via the Local Plan and will therefore be subject to examination at various stages by an independent planning inspector. The scheme itself will then be subject to statutory planning approval processes. To the west, the route will pass close to residential properties on Chelford Road, from where objections can be expected. The project programme anticipates that a Public Inquiry will be held. • Stakeholder Support – The CLR is fully supported by elected members. CEC cabinet and elected members are continuously updated on progress and MPs briefed to avoid surprises. The Town Council and Chamber of Commerce also support the Link Road. • Land Acquisition – The CLR will cross mainly agricultural land. However, timing of the road needs to be carefully related to the development of the Strategic Planning Policy and Site Allocations to avoid the purchase of land at ‘development’ prices. • Legislative – It is anticipated that Roads Orders and Compulsory Purchase Orders will be required to secure the scheme. No powers have been awarded, and draft Orders have not yet been prepared. • Procurement – The preferred form of procurement (traditional design/ D&B/ ECI) has yet to be decided. • Risks Management – CEC is working with its consultants to manage risks, by: comprehensive environmental assessment working in liaison with national and local agencies; detailed traffic data collection and modelling built on existing proven models; estimation of land purchase and compensation costs; development and appraisal of route alternatives in accordance with best practice; and identification of funding streams and development of a robust business case. <p><i>How will any identified risks be managed between Scheme deliver partners?</i></p> <p>The Council operates Executive style governance with</p>
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responsibility devolved to Executive members. The governance arrangements and what decisions are taken by Executive members are determined by a system of key decisions as per the Council's Constitution.

The Executive Monitoring Board (EMB) will provide the necessary authority to allow the scheme to progress at a number of key stages in the project lifecycle, with the relevant Executive members sitting on the cabinet approval. Members of the scheme's Project Board hold senior executive functions within Cheshire East Council (CEC). The Project Board is responsible for setting the strategic direction of the project in line with the end-user requirements and authority provided by the EMB. The specific remit of the Project Board members is to assist the Senior Responsible Owner (SRO) in decision making and on-going progress of the project.

The SRO, **Kevin Melling** (Head of Highways and Transport) will chair the Project Board and provide the LAEAC with regular updates and assurances post Project Board meetings.

The Core Management Team will be responsible to the Project Board and specifically the Project Director (**Andrew Ross** – Strategic Highways and Infrastructure Manager) for the consideration and resolution of detailed project issues.

The Core Management Team will consist of members capable of making decisions of a technical and, where appropriate, strategic nature. The Core Management Team will be led by Paul Griffiths CEC Principal Transportation Officer.

The Project Delivery Team will be responsible to the Core Management Team and specifically the Project Director for the delivery of the scheme in all respects. The Project Delivery Team will be led by the Project Manager.

A summary of the key roles and responsibilities is provided in the table below:

Senior Responsible Owner: Kevin Melling – Head of Highways and Transport	Kevin is responsible for ensuring that the project / programme meetings its objectives, delivers the projected benefits, maintains its business focus and is well managed with clear authority, context and control of risk.
Senior User and Project Director: Andrew Ross – Strategic Highways and Infrastructure Manager	Andrew is responsible for the specification of the needs of all those who will use the final product, for user liaison with the

		project team and for monitoring to ensure the solution will meet those needs within the constraints of the business case in terms of quality, functionality and ease of use.
	Senior Supplier: Dave Riley – Director of Operations (Jacobs)	Dave represents the interests of the team designing, developing, procuring and implementing the scheme. He is accountable for the quality of products delivered by the supply chain and has the authority to commit or acquire the necessary supplier resources.
	Project Sponsor: Paul Griffiths – Principal Transport Officer	Paul will provide the interface between the project ownership and delivery on the client side. He is the single point of contact with the project team for the day to day management of the scheme.

Evidence and Supporting Information

<p>Evidence</p>	<p><i>Please list here all technical reports documenting the evidence base for the Scheme and the Scheme's performance</i></p>
<p>Supporting Information</p>	<p>The following information is available to support this submission:</p> <ul style="list-style-type: none"> • Geographical Location Plan • Appraisal Summary Table • Local Model Validation Report (OD007 November 2013) • Scheme Programme • Letter of support and Link 2 Prosperity supporting document • Economic Assessment Report (OD016 February 2014) - Economic Methodology and supporting calculations including GVA Methodology and supporting calculations • Development Strategy supporting information <p><i>Please include any additional facts which may assist in the assessment of this Scheme against strategic fit, value for money and deliverability.</i></p> <p>N / A</p>

Completed scheme information sheets should be sent by email to Nasar Malik at: nasar.malik@atkinsglobal.com

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Executive Director of Economic Growth and Prosperity
Subject/Title:	Congleton Link Road – Funding Strategy and Approval in Principle to Underwrite the Costs of Delivering the Scheme
Portfolio Holder:	Cllr David Brown – Highways and Infrastructure

1. Report Summary

1.1. This paper provides an update on the funding strategy for the proposed Congleton Link Road. This paper:-

- a) outlines the anticipated cost of the scheme
- b) identifies a provisional allocation of central government funding towards those costs
- c) predicts a level of contribution which could be garnered from the owners of land “unlocked” by the link road and sets out the basis upon which that prediction is made
- d) asks for authority for officers to seek to agree land owner contributions as far as they are able to at this stage
- e) notes that notwithstanding central government and any land owner contributions there will remain a funding gap
- f) asks Cabinet to approve, in principle, the underwriting of that gap and to recommend to Council that the scheme budget profile be adjusted accordingly in the Council’s capital programme so that officers can continue to work towards deliver of the scheme.

1.2. The Council has ambitious plans to improve the Borough’s transport infrastructure. Together with Congleton Link Road, the Poynton Relief Road, Sydney Road Bridge and improvements to Crewe Green Roundabout fresh investment of c£135m is planned over the next few years. This is on top of the recent £30m investment in Crewe with the completion of the David Whitby Way and the Jack Mills Way link roads. This investment is expected to help support around 10,000 new jobs.

- 1.3. Congleton Link Road is the single largest infrastructure project the Council has ever undertaken. It is crucial to the successful delivery of the Council's Local Plan and to resolve long-standing economic and environmental impacts arising from congestion in the town. The link will also improve connectivity across the Borough, particularly for Macclesfield to the M6.
- 1.4. Based on these benefits the scheme was provisionally awarded £45m of Government Growth Deal funding and has demonstrated outstanding levels of local support (c85%) through two large-scale public consultations. A planning application is due to be determined in the near future; which, if approved, would enable the compulsory purchase (CPO) and land acquisition stage of the project to begin.
- 1.5. In order for the Council to formally resolve to undertake a CPO process, it is important to demonstrate that the scheme can be funded. As such, it will be necessary for the Council to resolve to underwrite, in principle, the potential funding gap.

2 Recommendation

2.1 It is recommended that Cabinet:

- a) Note the latest total scheme cost estimate is £90.7m, c£5.6m of which (project development costs to 31st March 2016) has already been invested by the Council.
- b) Note the provisional allocation of £45m of Government funding to the project
- c) Note the existing assumptions under which land owner contributions could be garnered up to the sum of circa £23.7m;
- d) Note the resultant funding gap being between £16.4m and 40.1m (dependant on the level of land owner contributions received)
- e) Note the estimated payback timescales and risks surrounding land owner contribution expectations
- f) Approve the underwriting, in principle, of any necessary gap funding required to deliver the link road
- g) Recommend to Full Council that the scheme budget profile be adjusted accordingly in the Council's capital programme
- h) Authorise the Executive Director of Economic Growth and Prosperity, in consultation with the Director of Legal Services, to negotiate and enter into agreements with key land owners with a view to increasing certainty, as far as is practicable at this stage, as to the level of land owner contributions.

3. Other Options Considered

3.1 There are no other identified funding strategy options at this stage.

4. Reasons for Recommendation

- 4.1. Congleton Link Road is crucial to the successful delivery of the Local Plan. In order to proceed with the Compulsory Purchase Order for the Link Road the Council must be able to demonstrate that the Scheme is funded and deliverable. This is an 'in principle' decision at this stage as the Council is not contractually bound to any expenditure (beyond scheme development costs) unless and until construction contracts for the road are entered into.
- 4.2. With anticipated costs at £90.7, provisional commitment from central government of £45m and investment to date by the Council of £5.6m, there is currently a £40.1m funding gap.
- 4.3. Given that the scheme will "unlock" significant tracts of land for residential development, the Council's draft Local Plan contains policies seeking to secure the delivery of such sites on a comprehensive, master-planned basis securing appropriate contributions to the delivery of the Congleton Link Road.
- 4.4. There is, accordingly, scope to meet a proportion of the funding gap through contributions made by developers of unlocked land, thereby reducing the cost of the scheme to the public purse. A piece of work has been undertaken to assess the basis for and level at which developers' contributions might be garnered, to inform an understanding of the remaining level of costs that might ultimately fall to be met by the public purse.
- 4.5. It is important to understand, however, that the eventual level of developers' contributions will be dependant on a wide range of variables so absolute certainty as to the eventual amount of those contributions will be difficult to achieve at this stage. However, in order to provide the level of certainty required to embark upon the process of assembling the necessary land for the scheme through the exercise of compulsory purchase powers, the Council needs to be in the position of being able to commit to closing the funding gap even if the assumptions made as to the likely level of developers' contributions are not realised.
- 4.6. The following section of this report sets out the basis upon which the likely level of developers' contributions has been assessed, and discusses some of the variables that will impact upon whether the assessed sums are ultimately realised.

5. Developers' Contributions Analysis

- 5.1. Under the current legislative regime governing developer contributions to infrastructure, the Council would be required to identify no more than 5

development proposals which could properly be expected to contribute to the scheme.

- 5.2. Independent Chartered Surveyors Strutt & Parker LLP and Sanderson Weatherall LLP were commissioned by CEC to produce a headline viability assessment for 5 strategic development sites on the line of the Link Road.
- 5.3. The assessment suggests that the developments could sustain contributions to the link road (in addition to the usual range of other developer contributions such as education) and remain viable. However, in order for those schemes to make an enabling contribution to the link road there would be a need to adjust the level of affordable housing provision across those sites that the Council would ordinarily expect to see.
- 5.4. Table 1 below shows the anticipated levels of funding that could be achieved under different combinations of percentage provision of affordable housing and type of tenure of the affordable housing provided.
- 5.5. The optimum balance, following an independent review, is considered to be achieved at a level of 20% affordable housing (rather than the usual 30%) on a 100:0 intermediate (shared ownership):social rented tenure mix. That would yeild an anticipated contribution of approximately £14,500 per dwelling (equivalent to a levy based on 6.5% of Gross Development Value of any residential development within the relevant sites). Across the board that would generate a contribution of approximately £20.3m to the link road.

Table 1. Variations to Affordable Housing requirements and resultant potential developer contribution to Link Road for 5 largest sites (c1400 houses)

Affordable Percentage	30	16	10	30	20	15	10
Affordable Tenure (Split between Intermediate:Social rented)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
	35:65	35:65	35:65	100:0	100:0	100:0	100:0
	(Tenure)	(Tenure)	(Tenure)	(Tenure)	(Tenure)	(Tenure)	(Tenure)
TApprox amount generated for CLR (5 largest sites only)	£0	£18.8m	£26.9	£9.5m	£20.3m	£24.5m	£30.0m
Approx amount generated for CLR per residential unit	£0	£13,400	£19,200	£6,820	£14,500	£17,500	£21,400

5.6. In addition to these 5 strategic sites, it is anticipated that further contributions totalling c£3.4m may also be achieved from other smaller sites through other arrangements such as S278 agreements.

5.7. In terms of the need to reduce affordable housing requirements to enable the level of developer contribution required under this model, it is noted that the emerging Local Plan includes a policy (**POLICY CS44,CS45,CS16,CS46,CS17**) which would accommodate that reduction, vis:-

The Council's stated aims for the delivery of the sites to the north of Congleton are that they should be delivered on a comprehensive basis in line with the North Congleton Masterplan. The site cannot be comprehensively delivered without additional highways capacity provided by the proposed Congleton Link Road and as such the Council will seek to ensure appropriate contributions to the Congleton Link Road. The Council will be mindful of the costs of bringing the site forward in such circumstances and will consider alternative affordable housing provision where it is demonstrated through

robust viability evidence that 30% affordable housing would render the development of the site unviable in line with paragraph 7 of LPS policy SC5 (Affordable Homes). The Council's expectation is that the site is delivered on a comprehensive basis in the form of outline planning application(s), in line with the North Congleton Masterplan, to secure appropriate contributions towards the delivery of the Congleton Link Road

- 5.8. It should be noted that this modelling uses CEC's current affordable housing requirements as a base in terms of type/tenure mix and percentage of the overall number of units on site. It also reflects the current regulatory regime governing developer contributions. If any of those assumptions change, there will be impacts on figures generated by this modelling which could, depending on the change, impact positively or negatively on a development's viability and so its ability to contribute the anticipated level of funding to the link road.
- 5.9. For instance, there is ongoing uncertainty about how the Government intends to make provision for affordable housing in the near future. "Starter Homes" are expected to be introduced, which would represent a key policy shift, with anticipated minimum level of 20% discussed within the Consultation Document on the proposed enabling legislation. In aligning itself with that anticipated 20% minimum requirement, it is considered that the balance arrived at above will be in keeping with the anticipated "Starter Homes" legislative and policy requirements.
- 5.10. Sanderson Weatherall LLP, (the valuers who undertook the initial viability assessment) have confirmed that the proposed model remains sufficiently robust to accommodate the anticipated future introduction of Starter Homes. However, there remains a risk that if the scheme that is ultimately introduced is not as anticipated, any difference may disturb the assumptions behind the modelling. That may, depending on the nature of any difference, operate to impact positively or negatively on viability. The likelihood and impact of any such modification cannot be anticipated at this stage.
- 5.11. It should also be noted that the introduction of a Charging Schedule under the Community Infrastructure Levy Regulations 2010 ("CIL") may see a shift away from contributions being garnered through the anticipated 5 S106 agreements, towards the application of a "roof tax" set through the CIL charging schedule. Any difference between the contribution levied under a CIL charging schedule and that flowing from the modelling above may also have an impact on the level of developer contributions available to this scheme.
- 5.12. Finally, it should be kept in mind that the actual level of contribution garnered from any given development proposal will be a matter to be determined as and when each relevant planning application falls to be determined. The level of contribution sought and achieved will be a matter of planning judgement, to be exercised by the relevant decision maker determining the particular application that falls to be determined, on its facts, within the context of the prevailing legislative and policy framework and cognisant of all of the prevailing material planning considerations at the relevant time.

5.13. By the very nature of site assembly and development, there can be any number of variables that can impact on the viability of the scheme and/or the

	Prior Years £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Future years £m	TOTAL £m
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ability to garner a contribution. Ultimately those scheme specific variables are capable of impacting upon the assumptions derived from the modelling above.

6. Funding Strategy Overview

6.1. The current budget profile for the scheme is contained in Appendix A. Table 2 below sets out the global funding position as currently anticipated against the original capital programme funding approval on an assumed £14,500 contribution per dwelling on the basis of the modelling above. Table 3 below sets out a summary of the budget profile

Table 2 – Global funding position based on £14,500 per dwelling.

Element	Funding projection based on latest forecasts £m	Original funding as per approved Capital programme £m
Government Funding	45	45
Target for other 'smaller development' contributions	3.4	0
Target for 5 large S106 contributions	20.3	14.1
Expenditure to date (CEC capital funding)	5.6	5.6
Additional CEC Capital funding required	16.4	14.8
TOTAL*	£90.7m	79.5

Construction			1.0	40.6	17.8		59.4
Land and Property		0.8			3.8	0.8	5.4
Preparation and Admin	5.6	1.5	1.2				8.3
On site supervision and testing			0.2	1.4	0.6		2.2
Compensation costs (Part 1 claims)						15.4	15.4
Total	5.6	2.3	2.4	42.0	22.2	16.2	90.7

Table 3 – Budget Profile Summary

6.2. The funding profile (Annex A) shows that the developer income is profiled over 19 years. This is a conservative assessment for the purposes of the financial modelling only. The Local Plan predicts that these developments will all be complete by 2030

6.3. The actual income profile will be dependent on the rate of developer build, although (as the Levy is proposed to be based on GDV) there will be an implicit element of indexing to the amounts received (ie the future amounts received will have increased (or fallen) in line with property values).

6.4. The profile contained in Annex A shows that as future land and compensation costs arise; the developer funding stream is anticipated to be live and be able to assist in meeting these costs. Part 1 Compensation costs can only be claimed from one year after the opening of the road to traffic (current programme shows the road open in January 2020), others will follow the CPO.

6.5. There can be no certainty that the receipt of developer contributions will fall in a timely fashion relative to expenditure. Prior to realising Developer contributions it will be necessary for the Council, as a worst case position, to underwrite up to £40.1m towards the cost of the road. It bears repeating that on account of the variables set out above, the Council may not recover

against the sums it underwrites the full amount of the developers' contributions that the modelling undertaken to date anticipates will arise.

7. Wards Affected and Local Ward Members

7.1. All Congleton Councillors

8. Implications of Recommendation

8.1. Policy Implications

- 8.1.1 OUTCOME 1 *Our local communities are strong and supportive*
- 8.1.2 OUTCOME 2 *Cheshire East has a strong and resilient economy*
- 8.1.3 OUTCOME 4 *Cheshire East is a green and sustainable place*
- 8.1.4 OUTCOME 5 *People live well and for longer*

8.2 Legal Implications

- 8.2.1 The main legal implications insofar as the funding strategy is concerned are set out in the body of the report and relate to the accuracy of the predicted developer contribution over a longer period of time. In essence, planning legislation and policy is a moveable feast. Changes such as the introduction of Starter Homes, and CIL Charging Schedules will impact on assumptions made in the modelling above.
- 8.2.2 In addition, the precise basis and so level of contribution and the ability to require the same are matters that can only be determined at the point in time when the planning application that the contribution is parasitic upon falls to be determined, in the prevailing factual, policy and legislative context. That introduces further variables which cannot be ascertained at this time, and which are capable of impacting upon the assumptions made in the modelling above.
- 8.2.3 These variables could impact on the modelling above in terms of whether and how many S106 agreements could be used to garner contributions, the quantum and profile of receipt of contributions.
- 8.2.4 Precisely what those impacts will be can only be ascertained once the timing and detail of any such change is known and properly understood, relative to the receipt, determination and/or implementation of development anticipated on any related development site.
- 8.2.5 Notwithstanding those variables, and whilst it is anticipated that a developer contribution in the region of that identified by the modelling will ultimately be recouped, if there is to be sufficient certainty as to the Council's ability to fund the scheme, in order that the acquisition of land using compulsory powers can commence, the Council needs to be prepared to commit to covering any remaining funding gap.

8.3 Financial Implications

8.3.1 Dealt with in the main body of the report.

8.4 Equality Implications

8.4.1 None arising from matters relating to funding strategies

8.5 Rural Community Implications

8.5.1 Completion of the Link Road will address congestion and facilitate movement across the Borough to the benefit of both urban and rural communities.

8.6 Human Resource Implications

8.6.1 None

8.7 Public Health Implications

8.7.1 Completion of the Link Road will improve air quality in the town which has a designated Air Quality Management Area, thus contributing to public health objectives

8.8 Other Implications (Please Specify)

8.8.1 Delivery of the Link Road is key to the successful delivery of the Local Plan.

9.0 Risk Management

9.1 At this stage, the Council is not at risk of being contractually responsible for the underwriting of the expected developer contributions – this situation will only arise if and when the Council enters into a construction contract to deliver the road.

9.2 Likewise, the Council's own capital risk to the project is currently limited to the future project development costs (estimated as £2.7m) to take through to the start of construction. This is in addition to the development costs incurred to date.

9.3 Engagement events have been held with the key landowners, facilitated by Strutt and Parker as independent brokers. There is universal buy-in and support for the general strategy from the landowners. Further work needs to be undertaken with them on an individual basis and it is intended that agreements be entered into to secure, as far as it is reasonably practicable to do so at this time, increased certainty around the likely level of developer contribution.

- 9.4 It is important to note that the viability study was undertaken on the basis of the system of affordable housing in place in late 2015 / early 2016. The Government has announced, through the Autumn Statement 2015, its intention to widen the definition of affordable housing to include low-cost starter homes. The enabling legislation for this change is to be provided in the Housing and Planning Bill, currently before Parliament. This has the potential to significantly change the delivery of affordable housing across the country. There may also be challenges from developers around the assumptions made in the viability study.
- 9.5 Although the details of how the starter homes initiative will operate are still largely to be provided by Government, the independent viability study concludes that it is likely that the Starter Homes initiative will result in higher returns for the private sector. It will not (or should not) disturb the modelling as prepared for the purposes of this exercise. This, of course, assumes no major changes to the Government's current proposals.
- 9.6 In order to secure the contributions to the road from the 5 largest developments, legal agreements will have to be concluded and planning applications made, granted and implemented. Ideally contributions arising from the same would be received before the road is open to traffic in 2020, but there is no guarantee that developers will progress planning applications in time. However, it is in developers interests to achieve a speedy planning permission. Initial discussions with the main developers/land owners have indicated a reasonably favourable response to the modelling set out above subject to additional information being provided.
- 9.7 The link road estimate is based on out-turn costs as indicated on the programme at section 10. There is strong local support for the Scheme; however there are localised objections to the proposals from those most directly affected. Members will be aware that whilst the Council can and will take necessary and prudent steps to reduce the risk of challenge, it ultimately has no control over whether a challenge is nonetheless made. Those considerations ought to be factored in to programme timelines wherever possible.
- 9.8 There can be no guarantee that the developer funding comes forward or that the timescales predicted will be achieved. Market conditions may change for example or developers may submit a different scheme with a 'new' planning application with a different set of planning obligations. As far as possible, this risk will be mitigated by negotiating contributions for affordable housing that reflect link road contributions to encourage developers to participate in the arrangement.
- 9.9 The rate of housing build will depend on the wider economy and local market conditions. This directly links to the rate at which developer contributions can be made. The profiling assumes that the build rate across the 5 largest sites is 75 houses per year. An independent review of

build rates has confirmed that this is a conservative assessment for financial budgeting.

9.10 If this scheme were not ultimately to proceed, all capital development costs to date would have to be recharged to the revenue account.

10. Programme

August 2016	Draft Compulsory Purchase Orders(CPO) Published
March 2017	Public Inquiry into CPO
August 2017	Secretary of State Decision on CPO orders
September 2017	Procurement completed
January 2018	Final Draft Funding Approval
April 2018	Construction starts
January 2020	Construction complete

11. Contact Information

11.1 Contact details for this report are as follows:

Name: Paul Griffiths
Designation: Infrastructure Delivery Manager
Tel. No.: 01270 686353
Email: Paul.griffiths@cheshireeast.gov.uk

CONGLETON LINK ROAD - SPEND PROFILE FOR PUBLISHED PREFERRED ROUTE - Build rate of 75 houses per year																			
16/09/2015																			
ELEMENT		TOTAL	DEVELOPMENT			CONSTRUCTION		OPERATION											
YEAR			Prior Years	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	30/31
1. CONSTRUCTION		59,373,981				1,000,000	40,600,000	17,773,981											
2. LAND AND PROPERTY		5,457,159.06			818,574			3,820,011	818,574										
3. PREPARATION AND ADMIN		8,280,535	3,595,581	1,968,182	1,500,000	1,216,772													
4. ON-SITE SUPERVISION AND TESTING	Assume same split as construction	2,263,977				226,398	1,358,386	679,193											
5. COMPENSATIONPart 1 Claims	Profiled as nothing in first year of operation then 20%, 25%, 20%,15%, 10%, 5%,5%	15,367,616							3,073,523	3,841,904	3,073,523	2,305,142	1,536,762	768,381	768,381				
6. TOTAL OUT-TURN		90,743,268	3,595,581	1,968,182	2,318,574	2,443,170	41,958,386	22,273,185	3,892,097	3,841,904	3,073,523	2,305,142	1,536,762	768,381	768,381				
CEC FUNDING PROFILE		22,043,268	3,595,581	1,968,182	2,318,574	1,200,000		19,227,373	2,644,729	2,594,536	1,826,155	1,057,774	289,393	-478,988	-478,988	-1,247,368	-1,247,368	-1,247,368	-1,247,368
LGF FUNDING		45,000,000				1,243,170	41,958,386	1,798,444											
Developer Income		23,700,000						1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368	1,247,368
Current CEC Approved Capital Profile																			
CEC FUNDING PROFILE		20,761,237	3,595,581	1,968,182	2,500,000			11,721,722	1,325,150	2,009,563	1,325,150	640,738	-43,675	-728,087	-728,087	-1,412,500	-1,412,500	0	0
LGF FUNDING		45,000,000				3,419,878	28,149,438	13,430,684											
Developer Income		14,125,000						1,412,500	1,412,500	1,412,500	1,412,500	1,412,500	1,412,500	1,412,500	1,412,500	1,412,500	1,412,500		
			3,595,581	1,968,182	2,500,000	3,419,878	28,149,438	26,564,906	2,737,650	3,422,063	2,737,650	2,053,238	1,368,825	684,413	684,413	0	0	0	0

Developer income assumed - 1400 houses - 75 completions per year - 19 years to pay contribution

Costs remaining to deliver scheme:

ITEM	COST	PROJECT RISI	TOTAL
1A Construction Costs (excl. service diversions)	45,279,537.33	5,887,500.00	59,373,980.73
1B Statutory Undertaker Diversions	1,965,830.33		
1C Construction Inflation	6,241,113.07		
2A Preparation and Admin Costs	2,716,772.24		2,716,772.24
3A On-Site Supervision and Testing	2,263,976.87		2,263,976.87
4A Compensation Costs (Existing Hou	7,712,375.00	1,228,500.00	15,367,616.23
4B Compensation Costs (Future Hous	5,417,200.00		
4C Compensation Costs (Inflation)	1,009,541.23		
5A Land Acquisition Costs	4,580,000.00	525,000.00	5,457,159.06
5B Land and Property Inflation	352,159.06		
6A Total Outturn Cost	77,538,505.12	7,641,000.00	85,179,505.12

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Andrew Round: Interim Executive Director of Economic Growth and Prosperity
Subject/Title:	Tatton Vision Phases 1 & 2
Portfolio Holder:	Cllr David Brown, Highways and Infrastructure

1. Report Summary

- 1.1. Tatton Park is one of the jewels in the crown of Cheshire East. Recognised by Visit England as Large Visitor Attraction of the Year in 2014 it continues to host major events such as the Northern RHS flower show and attracts over 800,000 visitors per annum, contributing over £8.8m per annum to the local economy (SQW 2006). Retaining that pre-eminent position does however require that it continues to develop and grow in what is a very competitive marketplace
- 1.2. The 'Tatton Vision' investment programme was approved by Cabinet in February 2011. It supports the stated goal of conserving Tatton Park for the enjoyment of present and future generations, which was jointly agreed by Cheshire County Council and the National Trust in 2002, and taken forward by Cheshire East Council. It aims to assist Tatton Park to reduce its dependence on core revenue funding from CEC, providing a sustainable base from which to deliver the joint objectives. Since 2011 the revenue budget has been reduced from c£1m per annum to £325k in 2016/17 while maintaining and enhancing the offer.
- 1.3. Tatton's annual business planning process ensures that the Vision programme is continuously refreshed with new objectives reflecting the need to evolve to attract new and increased audiences. The last report to Cabinet (February 2011) gave details of a number of developments that would deliver against that need e.g. new Gardeners Cottage restaurant and enhancements to retail and catering provision in Tatton's Stableyard area. We are now at the point of being able to implement the most significant of these phase 1 Vision developments with the Tatton Dale Farm 'Field to Fork' project which has been largely funded by grant (£974k) from the Heritage Lottery Fund. If approved by Cabinet improvements to this unique farm attraction will be completed in 2017/18.

- 1.4. This report also looks further ahead at what we should be doing in future years (phase 2 of the Vision) and outlines a number of new developments which will further benefit the business, conservation and management of the historic estate, the community and add to Tatton's contribution to 'quality of place' for the residents of Cheshire East. These proposals have been prioritised by the Tatton Board and this report seeks approval to commission the development of detailed plans and costings for further consideration.
- 1.5. A capital bid of £3.8m has been included in the capital programme for 2016 onwards in order to fund those future developments. This represents an invest to save opportunity which will continue to improve the financial sustainability of Tatton Park and reduce reliance on core CEC revenue funding.

2. Recommendation

Cabinet is recommended to:

- 2.1. Approve the Tatton Dale Farm 'Field to Fork' project as specified in the Detailed Business Case (Appendix A attached).
- 2.2. Give delegated authority to the Head of Countryside, Culture and Visitor Economy in consultation with the Portfolio Holder with responsibility for Tatton Park, to implement the 'Field to Fork project' at Tatton Dale Farm including entering into all necessary contractual arrangements (in accordance with the Constitution) including but not limited to procurement of building contractors, external consultants, leases and volunteer support and including the terms of the grant and approved purposes contained in the Heritage Lottery Fund grant award letter of 27/11/15.
- 2.3. Give delegated authority to the Head of Countryside, Culture and Visitor Economy in consultation with the Portfolio Holder with responsibility for Tatton Park, to approve the heads of terms for the Deed of Variation in respect of the Lease of Tatton Park dated 15th February 1961 between the National Trust for Places of Historic Interest or Natural Beauty and the County Council for the Administrative County of the County Palatine of Chester and for the Director of Legal Services to agree and execute the Deed of Variation for Tatton Park in relation to the Farm Field to Fork project.
- 2.4. Approve the refreshed phase 2 Tatton Vision programme and objectives.
- 2.5. Note the high level proposals contained within the Tatton Park Phase 2 plan, with its associated £3.8m budget, and give delegated authority to the Head of Countryside, Culture and Visitor Economy in consultation with the Portfolio Holder with responsibility for Tatton Park to produce detailed business cases for these (or additional or alternative) proposals, including the procurement of external consultants and other expertise as necessary.

- 2.6. Give delegated authority to the Portfolio Holder with responsibility for Tatton Park, in consultation with the Director of Legal Services and the Chief Operating Officer, to authorise the implementation of those business cases providing that they do not have an individual value greater than £1m, as allowed for in the Constitution. Such projects to be endorsed and managed in accordance with the Council's project management regime.
- 2.7. Accept that detailed business cases with a value greater than £1m be returned to Cabinet for further consideration in due course in accordance with the Constitution.
- 2.8. Give delegated authority to the Director of Legal Services (in consultation with the Chief Operating Officer) to undertake all necessary and consequential action arising from the above recommendations including but not limited to entering into any necessary legal documentation and partnership arrangements.
- 2.9. Give delegated authority to the Head of Countryside, Culture and Visitor Economy, in consultation with the Portfolio Holder with responsibility for Tatton Park, to apply for and accept external funding including but not limited to Heritage Lottery Fund and other grants, donations and bequests in support of any of the proposals mentioned above.

3. Other Options Considered

- 3.1. To do nothing at this stage would likely result in a downward spiral for the attraction as visitor numbers reduce resulting in lower future income generation and potentially impact on delivery of the Council's lease obligations with the National Trust. This would impose greater financial burdens on CEC. The local economy would also suffer as visitor numbers reduced.
- 3.2. The commitment to accept HLF funding for the 'Field to Fork' project was undertaken under delegated authority in accordance with the constitution; to not deliver on that commitment would have serious reputational damage and may impact on our ability to attract future grants of a similar nature.
- 3.3. The options considered for the 'Field to Fork' project were detailed in the business case that was endorsed by TEG and EMB in January 2016. The 'do nothing option' would mean the inherent heritage assets of the farm would not be protected or realised, increasing competition from 60 equivalent farm attractions within a 50 mile radius would have greater impact and the additional net financial contribution to the Tatton Vision would not be achieved. The option for Cheshire East Council to fully fund the project would mean there

would be no requirement to meet HLF grant criteria or obligations but obviously a significantly greater capital investment from CEC would be required.

- 3.4. Full details of the options considerations for the Phase 2 work will be included in future submissions once detailed planning work and feasibility studies have been undertaken. These will be prioritised by the Tatton Board on the grounds of cost, benefit and timing.

4. Reasons for Recommendations

- 4.1. Tatton Park is one of the Country's leading heritage attractions, welcoming over 800,000 visitors a year and given the 'Gold' award by Visit England as 'Large Visitor attraction of the year in 2014. Cheshire East Council has an ambitious 'vision' for Tatton Park that seeks to conserve the estate, improve access, develop sustainable income bases that help reduce the reliance on Council funding and supports the Council's growth strategy for its visitor economy. As part of this, there is a need to refresh and reposition the 'Tatton Vision' to identify, scope out and plan for the next phase of a programme of investment that will help Tatton deliver a sustainable business model that is not reliant on core revenue support from the local authority.
- 4.2. To date, investment in the 'Tatton Vision' has seen visitor numbers rise, quality maintained or enhanced, and the cost to the Council reduced by over 50%. Cheshire East Council manages and finances Tatton Park on behalf of the National Trust under the terms of a 99 year lease. The shared aim is: 'to conserve Tatton Park for the enjoyment of present and future generations', providing an enjoyable experience and excellent service; showing leadership in rural, heritage, conservation and tourism fields, making an active contribution to the local community and reflecting the values and standards of Council and key partners, (including the National Trust).
- 4.3. Tatton Park is a grade 2* landscape with a range of other conservation protections, including a Grade 1 listed Mansion. The nature and sensitivity of the site along with the relationship with the National Trust and other conservation bodies are important in considering options for this site and commercial approaches to funding that conservation.

Field to Fork

- 4.4. The 'Field to Fork; two centuries of farming at Tatton Dale Farm' project is a significant element of the Tatton Vision and there is strong commitment from the Tatton Board, the National Trust and the Heritage Lottery Fund (HLF) to this initiative. The HLF have already provided funding of £76k for project development phase and more recently approved a grant of £974k towards delivery costs for this major capital project. The total capital cost of the project is £1.3m. Ultimately 'Field to Fork' will ensure the conservation and realisation

of the Farm's inherent heritage to ensure its long term sustainability and contribution to broader Tatton and Cheshire East Council objectives.

- 4.5. In essence this is a ground-breaking project which will reposition Tatton Park's farm from a young-family orientated animal petting farm to a heritage centred attraction which engages not just a greater number of visitors but also a wider range of audiences with the agricultural, architectural, technological, social and cultural heritage integral to the site.
- 4.6. This will be achieved through a capital works programme including opening up the agricultural feed mill and restoring its machinery (as well as other closed buildings); the construction of a new multi-functional group space building; a cutting-edge, site wide re-interpretation design alongside a high quality interactive activity programme of participative learning for all.
- 4.7. The whole farm will be revitalised to inspire new and increased visitors i.e. from primary to higher education tiers, volunteers, adults, people with health/learning needs, deprived CEC wards, black and minority ethnic groups, corporates and families, with a narrative of food production for a large country estate from the 18th to 20th Centuries and its contemporary relevance to food production and healthy eating. Volunteers are an important audience as HLF monetise volunteer hourly contribution and include this value as a non-cash contribution in approved project costs. Initial improvement to the farm attraction was successfully delivered in 2012 with the addition of outdoor adventure play equipment, den building area and maize maze. This resulted in a 12% increase in visitor numbers and improved net contribution. The Field to Fork project is a more fundamental development with significant investment of £1.3m.
- 4.8. A high level business case was endorsed by TEG and EMB in January 2016 as part of Cheshire East's project management governance process. The business case shows that visitor number increases are gradual, realistic and sustainable. The business case included comprehensive financial analysis of the farm conducted in July 2015 by Amion, an independent economic and financial advisory consultancy. The resulting financial projections detail how the financial model is commercially viable with improvements in net contribution from the 2014/15 baseline of 85,000 farm visitors to 115,000 visitors in 2019/20 and 130,000 visitors by year 2022/23. On the visitor projections the project is not only sustainable but will make an improved contribution to the conservation, management and maintainability of Tatton Park as a whole.

The refreshed Tatton Vision

4.9 With plans already completed for a number of existing Tatton Vision projects, the Council is keen to develop the next phase of the Tatton Vision programme, with potential investment of £3.8m capital allocated in the capital programme over the

next few years. It is essential that this programme is properly planned to ensure that this phase is deliverable and that projects achieve their stated objectives. The business cases for the overall Tatton Vision Programme and the resulting development proposals will be endorsed by CEC's project governance gateways (TEG and EMB) before progressing to implementation stage.

4.10 The Vision builds upon the goal agreed by the Council and the National Trust in 2002 – **“Our Vision is to conserve Tatton Park for the enjoyment of present and future generations”**

Tatton aims to:

- Provide an enjoyable experience and excellent service
- Show leadership in rural, heritage, conservation and tourism fields and make an active contribution to the local community
- Reflect the values and standards of the Council and key stakeholders, including the National Trust

To achieve this we will:

- Maintain and conserve Tatton Park's historic, built and natural features.
- Facilitate and encourage local, tourism, civic and business communities to access, support and make appropriate use of Tatton Park.
- Develop and maintain relevant sources of income to help realise the vision for Tatton Park.
- Provide opportunities for education, the development of young people and lifelong learning through relevant activities and programmes.
- Implement a varied programme of events and activities.
- Promote Tatton Park as a flagship tourism venue.
- Provide quality in service and value.
- Help create opportunities for local employment and economic benefit.
- Seek to develop people and to be a well-managed organisation.

4.9. Based on the above Tatton has identified the following objectives:

- Taking Tatton to a 'new level'
- An 'invest to save' programme of capital investment.
- Enhanced visitor offer & experience
- Reinforcing the character and qualities of the Estate;
- A sustainable approach to conserving Tatton for the enjoyment of current and future generations

4.10. Tatton will deliver on the above in order to:

- Continue to evolve for the benefit of the heritage, the community and the environment
- Develop additional income streams
- Ensure future financial sustainability,
- Continue to reduce reliance on the Council's revenue funding,

- Improve visitor experience and emphasise high quality
- Improve resilience of events
- Achieve conservation benefit.

‘Tatton Vision’ Phase 2 investment

4.11. Much has already been achieved through earlier Tatton Vision investments but there is more that can yet be done to achieve the objectives. The options below illustrate some of what could still be developed. Progress of all or any of these will depend on their feasibility, their investment business case and their deliverability. Plans will primarily focus on the visitor business in the context of the site’s heritage with the ultimate aim of improving the proposition and generating sustainable income streams to help conserve and manage the estate for the benefit of the public and for its heritage. The options appraisal and project development will focus on clear outcomes with demonstrable positive impact related to factors such as sustainable income, return on investment, funding opportunities, brand profile/perception, heritage, environment, management, conservation and visitor enjoyment.

4.12. It is expected that options and projects will be related to Visitor infrastructure, product development and the permanent visitor offer. It is fundamental to recognise that the visitor business must always build upon the sense of place and enhances what is unique, distinctive and cherished about Tatton Park. These phase 2 projects for future development are therefore likely to include:

- Stableyard ‘destination’ retail/catering/leisure and arrival experience
- Outdoor event infrastructure
- Parkland restoration and extension of public access/outdoor activities

5. Background/Chronology

5.1. The Tatton Park visitor offer and brand has evolved in its range and quality in recent years, evidenced by its growing popularity and the improved operating performance. During the last 6 years specifically, the financial performance of Tatton Park has improved markedly. According to Visit England’s published data, visitor numbers have grown by 7% in the last five years. Despite core expenditure remaining relatively stable (i.e. a similar scale of investment is being made in the day-to-day operation and maintenance of the Estate) the net deficit has reduced by 45% over the same period. This strong performance has been largely down to: a substantial increase in admissions turnover (£123k) – a significant proportion of which can be attributed to the Farm; an increase in car park turnover (£93k); and an increasing direct contribution from Major Events (£51k). This reflects the growing importance of Tatton as a local leisure amenity for families and a major event destination for Cheshire and the North West region.

- 5.2. In 2014/15 the operating deficit - funded by Cheshire East Council – was £500,000. Factoring in changes for 2016/17 (notably increases to vehicle entry prices), the operating deficit is anticipated to further reduce to around £325,000. This baseline position (i.e. the 'do nothing' option) still represents a significant deficit to eliminate and one that is unlikely to be achieved through incremental changes alone but instead, will need a 'step change' factor or transformational investment. Indeed without continued development of the visitor offer it is likely that the position would deteriorate as visitors drifted elsewhere.
- 5.3. Managing the estate is a complex challenge – particularly for a local authority – with a constant need to balance the sensitive heritage and conservation requirements with commercial, social and cultural considerations. Importantly its management by CEC allows it to make a significant and positive contribution to the 'sense of place' that we are keen to foster for the borough's residents.
- 5.4. With this positive yet complex background, a site wide review of investment opportunities has now been completed, guided by four overarching objectives:
- Reinforcing the character and qualities of the Estate;
 - Emphasising high quality;
 - Recognising the importance of wider brand recognition; and
 - Moving towards a sustainable base that can work towards reducing the operating deficit.
- 5.5. The review focussed on further investment which could be tactically deployed to support a refreshed vision and allow the destination to continue to evolve for the benefit of the heritage, the community and the environment. The assessment indicated that further investment in the Stableyard, Major Events Infrastructure and Parkland Restoration could be prioritised to build positively on recent and planned investments (including the Farm 'Field to Fork' project) and to provide a robust and defensible business proposition upon which future opportunities can be explored (notably throughout the wider estate). Indeed the restoration of the wider parkland in some form – certainly in part – is likely to represent a necessary conservation gain in order to mitigate against part of the new events infrastructure proposals.
- 5.6. There is considered to be significant opportunity and headroom for improvement and expansion (i.e. financial return and quality improvements) across the Stableyard and Event Infrastructure propositions – as evidenced by the physical, market and economic analyses undertaken. The restoration of the wider parkland could be developed and implemented in a number of ways which have a broad range of investment requirements.
- 5.7. The investments being proposed have the potential to further reduce the remaining operational deficit, increase financial sustainability and contribute significantly to the conservation and ongoing guardianship of the asset.

Furthermore, they will provide stronger foundations for broadening the visitor offer and substantially improving public engagement, not only for the local community, but for the broader visitor economy of Cheshire.

6. Wards Affected and Local Ward Members

- 6.1. All wards will be affected albeit indirectly since they contain residents who will be able to access these improved facilities and whose local economy is likely to benefit from increased visitor numbers and spend.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. The Council has developed a three year plan with six specific outcomes. These proposals will have a positive impact on five of those:

- **Outcome 1 Strong & Supportive Communities:** Tatton Park has already forged strong links with local community groups including schools, Arts and Historical societies and various disadvantaged groups. Further developing its facilities will not only strengthen these but will widen its appeal and present new opportunities such as community exhibition space and family challenge activities.
- **Outcome 2 Strong & Resilient Economy:** Tatton Park is a significant contributor to the Cheshire East Visitor Economy, being worth a net £8.8m pa to the local economy (SQW 2006). Projects included in the Tatton Vision are aimed at growing that output, while improving financial sustainability and reducing costs to the Council. Tatton Park is also a significant contributor to the profile, image and 'quality of place' of Cheshire East.
- **Outcome 4 Green and sustainable place:** Tatton Vision Phase 2 projects will assist the financial sustainability of Tatton park so ensuring the conservation of rural character, heritage and environment. Projects may also ensure the conservation value and physical sustainability by extending the carrying capacity for visitors and events as well as improving the heritage and conservation performance.
- **Outcome 5 People live well and for longer:** Tatton Vision Phase 2 projects will assist the sustainability of Tatton Park so ensuring people have access to good recreational and cultural facilities as well as developing interest in the Arts, Heritage, environment and leisure activities with related benefits to physical and mental health through active and stimulating lives.
- **Outcome 6 Quality and Value in Public Services:** Tatton Park currently relies upon funding from CEC to augment the income it receives from visitors and other sources. Improving and expanding the visitor offer aims to reduce this funding requirement thereby delivering better value for money and freeing up CEC monies for other services.

7.2. Legal Implications

7.2.1. The legal implications of the Field to Fork project are included in the terms of the grant and approved purposes contained in the HLF grant award letter of November 2015. The approved purposes must be completed by 30 June 2019 and include:

- Repair and restore key farm buildings:
- Upgrade facilities including education room, staff office, volunteer space and toilets within existing farm buildings
- Construct a new multi-purpose educational space with toilet facilities
- Restore in-situ machinery to working order
- Implement a comprehensive interpretation scheme across the farm:
- Deliver an activity plan to engage new audiences
- Employ a project manager for 18 months.

7.2.2 The Council must comply with the HLF standard terms of grant for the Farm Field to Fork project and also some additional grant conditions in respect of the project which will last for 20 years from the project completion date. The additional grant conditions include:

- A statement to evidence the decision making process to authorise the acceptance of the grant
- For 10 years after the project work is finished, detailed certified accounts,
- Proof that CEC have a lease of the property with at least 20 years left to run from the expected project completion date. The lease must be consistent with HLF requirements and this has necessitated a requirement for an additional Deed of variation to amend the lease for Tatton Park with the National Trust to allow reassignment of the lease if the Council fails to deliver on the required grant conditions in relation to the 'Field to Fork' project at Tatton Dale Farm.

7.2.3 HLF also have the right to withdraw the grant if work on the delivery phase starts before they have given permission to start or work does not start on delivery phase within 6 months of grant award or a date we have subsequently agreed. In addition, HLF can withdraw the grant if they are not satisfied that the terms of the grant are valid and binding on the grantee.

7.2.4 The legal implications of Phase 2 projects will be considered in due course as part of the development of their own detailed business cases.

7.3. Financial Implications

7.3.1. The 'Field to Fork' project is estimated to cost £1.3m with the majority of funding coming from without the Council. All has been secured.

- CEC £267k
- Tatton Park Charitable trust £56k
- Other funders £51k
- Heritage Lottery Fund £974k

7.3.2. Financial projections, cost of investment funding and other financial implications of Phase 2 projects will be incorporated in their subsequent detailed business cases. A capital funding allocation of £3.8m has been earmarked in CEC's capital programme for 2016 and beyond.

7.3.3. If less is spent on the 'Field to Fork' project than the approved project budget, HLF will reduce the final grant payable proportional to the HLF's grant contribution percentage. The standard terms of grant include a requirement to repay grant under specified conditions. These include: significant change to status, negligence, fraud and failure to keep to the terms of grant.

7.4. Equality Implications

7.4.1. The detailed business cases will be considered through the council's endorsement and approval processes and will include a detailed Equality Impact Assessment exploring any implications.

7.4.2. Given that the aim of all this work is to improve the range and quality of services delivered at Tatton it is expected that any impacts will be positive.

7.5. Rural Community Implications

7.5.1. Tatton Park is a significant contributor to the rural visitor economy. The conservation of Tatton Park contributes to the protection of the rural environment and its heritage. The sustainability of Tatton through phases 1 and 2 of the Tatton investment programme is vital to achieving these goals. The Farm at Tatton Dale and the interpretation of farming and food production through the 'Field to Fork' project will make a significant contribution to awareness of rural issues.

7.6. Human Resources Implications

7.6.1. The HR implications will be clearly identified in the detailed business cases to be considered.

7.7. Public Health Implications

It is expected that encouraging more visitors to what is largely an outdoor activity venue can only have a positive impact on quality of life and the social and health benefits of outdoor recreation.

7.8. Other Implications (Please Specify)

7.8.1. There are none envisaged at this stage.

Risk Management

7.9. The key risks for phase 2 Vision projects will be identified in the detailed business cases to be developed. A risk register has been completed for Field to Fork' and was endorsed as part of the business case presented to TEG and EMB in January 2016. All risks will be regularly assessed, monitored and managed by the project board.

8. Access to Information/Bibliography

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

9. Contact Information

Contact details for this report are as follows:

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DETAILED BUSINESS CASE

Field to Fork: Two centuries of Farming at Tatton Dale Farm

<i>Report Date</i>	14/06/16
<i>SRO</i>	<i>Brendan Flanagan</i>
<i>Project Manager</i>	<i>Carole Mullineux</i>
<i>Portfolio Holder</i>	<i>Leisure and Open Spaces</i>
<i>Residents FIRST RAG</i>	Green

1 THE STRATEGIC CASE

Cheshire East Council manages and finances Tatton Park on a 99 year lease from the National Trust. The joint vision of Cheshire East Council EC and the National Trust is to 'conserve Tatton Park for the enjoyment of present and future generations'. A four year rolling business plan supports this, providing a framework to develop and maintain the necessary income. The 'Tatton Vision', approved by CEC cabinet in 2011, is a key part of the current business plan and the aim is to fully realise Tatton's potential and present the best possible visitor experience in order to provide additional sustainable income to help manage and conserve the historic estate in the future.

The development of Tatton's farm attraction, Tatton Dale Farm, is one of the key Tatton Vision Programme objectives. The 'Field to Fork'; two centuries of farming at Tatton Dale Farm' project is therefore a significant element of the Vision and there is strong commitment from the Tatton Board, the National Trust and the Heritage Lottery Fund (HLF) to this initiative. The HLF have already provided funding of £76k for project development phase and more recently approved a grant of £974k towards delivery costs for this major capital project. The total capital cost of the project is £1.3m. Ultimately 'Field to Fork' will ensure the conservation and realisation of the Farm's inherent heritage to ensure its long term sustainability and contribution to broader Tatton and Cheshire East Council objectives.

In essence this is a ground-breaking project which will reposition Tatton Park's farm from a young-family orientated animal petting farm to a heritage centred attraction which engages not just a greater number of visitors but also a wider range of audiences with the agricultural, architectural, technological, social and cultural heritage integral to the site.

This will be achieved through a capital works programme including opening up the agricultural feed mill and restoring its machinery (as well as other closed buildings); the construction of a new multi-functional group space building; a cutting-edge, site wide re-interpretation design alongside a high quality interactive activity programme of participative learning for all.

The whole farm will be revitalised to inspire new and increased visitors i.e. from primary to higher education tiers, volunteers, adults, people with health/learning needs, deprived CEC wards, black and minority ethnic groups, corporates and families, with a narrative of food production for a large country estate from the 18th to 20th Centuries and its contemporary relevance to food production and healthy eating.

'Field to Fork' will cost effectively bring buildings into use and ensure their long term care, allow access to heritage, grow audiences, engage communities, build relationships and generate a sustainable revenue base to realise the potential of the farm and Tatton Park.

2 THE ECONOMIC CASE

Initial improvement to the farm attraction was successfully delivered in 2012 with the addition of outdoor adventure play equipment, den building area and maize maze. This resulted in a 12% increase in visitor numbers and improved net contribution. The Field to Fork project is a more fundamental development with significant investment of £1.3m. A comprehensive financial analysis of the farm was conducted in July 2015 by Amion, an independent economic and financial advisory consultancy. The resulting detailed financial analysis has been redacted for reasons of commercial confidentiality but it has been considered and endorsed by TEG and EMB in January 2016 and the Heritage Lottery Fund as part of the successful grant submission.

This shows that visitor number increases (from 85k to 130k over 8 years) are gradual, realistic and sustainable. The extensive audience consultation carried out during HLF round 1 project development stage showed that realising the inherent heritage assets of the farm and the consequent broadening of the visitor offer appeal to the new target audiences. In addition, the costs and methodology for acquiring some of these new audiences are relatively low and resource efficient e.g. 'empty nester' adults not in family groups who are currently already visiting Tatton's Gardens, Mansion and special events like the RHS flower show, but who do not currently visit the farm plus education groups who currently experience learning programmes at Tatton's other attractions.

The use of increased numbers of volunteers (from 10 to 30) to help run the extended farm offer supports future sustainability and value for money. Our strategy to add strength to our delivery structure by investing in consultants in the 18 month delivery phase (for evaluation and learning and development) who will train our staff and volunteer force will also facilitate our ability to function independently in the future and provide value for money and sustainability without adding a permanent post. Learning and Visitor Services casual staff can then be recruited as demand and visitor numbers increase over time.

The other options considered are contained in the Economic case Annex 2.1. 'Do nothing' would not realise the inherent heritage assets of the farm and farm performance would start to be impacted by increasing competition in the visitor drivetime catchment area. 'Cheshire East Council fully fund' project would mean significantly more capital investment from CEC (from £267k to £1.3m). The preferred option: 'to obtain HLF funding and other funding sources for project development and delivery phase' mean that a significant percentage (80%) of total investment is coming from external sources; £974k from the HLF and £107k from the Tatton Park Charitable Trust and other external funding bodies. Expert advice, external knowledge and best practice resources will be provided via the HLF and there is potential for greater publicity and promotion through partnership working.

3 THE COMMERCIAL CASE

The financial analysis and projections produced by Amion Consultancy detail how the project is commercially viable. From the Year 0 baseline the financial model (preferred option) shows a positive annual net contribution with an improved contribution by Year 4 based on 115,000 visitors and a doubling of contribution by year 7 based on 130,000 visitors. On the visitor projections the project is therefore not only sustainable but will provide increased support to the conservation, management and sustainability of Tatton Park as a whole. While 130,000 visitors is considered achievable, the model shows that even on 115,000 visitors, the Farm would fully repay the impact of any drop-off during the construction period and be making an additional contribution on top. The model forecasts a cumulative net contribution of nearly £600k within 7 years.

To do nothing is forecast to result in a gradually declining operating surplus as costs increase but income remains static whilst the fully CEC funded option results in a cumulative operating loss of over £500k.

4 THE FINANCIAL CASE

Annexe 4 details the full project costs and how the project will be funded.

5 THE MANAGEMENT CASE

The project management team will consist of an in-house project team comprising people with experience of similar HLF projects, relevant specialisms and responsibilities, and an external team of professionals including conservation architects, engineers, evaluation, learning and participation and interpretation consultants.

Brendan Flanagan, Head of Countryside, Culture and Visitor Economy, including the daily overall management of Tatton Park, will be the Senior Responsible Officer (SRO) in overall control. He has previous experience of managing successful Heritage Lottery and other funded projects, including the Tatton walled garden restoration. He will report on the project to the Tatton Park Board, the Tatton Park Charitable Trust and Cheshire East Council Programme Management and Economic Growth and Prosperity Portfolio Board meetings.

An experienced Project Manager (PM) will be appointed to take on the delivery of the project. They will be responsible for co-ordination of all aspects of the project to launch including the management of cost, time, risk and quality. They will ensure funder's requirements are met, planning and other legislation is complied with and organise regular project review meetings. They will liaise with project stakeholders, professional advisors and contractors and contribute to the project evaluation process.

The PM will report to the Programme Manager, Carole Mullineux, Tatton Park Business Development Manager, who will be responsible for overseeing detailed planning and development, ensuring continuity and sustainability once the PM role has finished, reporting on progress to the Tatton Park Executive Management team, the Tatton Park Board and Cheshire East Council Project Management Office.

The operational delivery team consists of the Farm Manager, Jayne Chapman, Learning and Visitor Services Manager (LVSM), Laura Armitage and Marketing Manager, Vicky Wilby. They have specialist skills and professional experience of managing work programmes and working collaboratively as project members. Jayne Chapman successfully project managed Phase 1 of Tatton farm developments, with £65,000 worth of improvements.

The professional capital works team will have architects, structural, mechanical and electrical engineers, quantity surveyor, services consultant and CDM advisor. It is anticipated that this element will be project managed by CEC's in-house Assets team and this is in the process of being approved by the HLF.

Freelance consultants will include an interpretation consultant to design and implement all on-site interpretation, an evaluation consultant to design and implement a programme through which outcomes for heritage, people and communities will be monitored and assessed; and a Learning and Participation Consultant who will add capacity to the delivery structure and provide support for the partnership and audience development plan, staff and volunteers. On a day to day basis these people will be coordinated by the PM.

The volunteer team will help on various aspects of the project such as historical and genealogical research, oral history recording, restoring machinery and contributing to preparing the education programmes. They will report to the Farm Manager and Learning and Visitor Services Manager and will be represented at project meetings.

The project will be run through weekly and monthly project board meetings which will usually coincide with contractors' site meetings, so that progress and budgets can be considered together. Any issues including delays, financial matters or risks will be highlighted at these meetings and actions taken to resolve them. Any changes proposed as a result of these meetings will be discussed internally and with HLF. All consultants, contractors and service providers will be appointed in line with Cheshire East Council's and the HLF's procurement rules.

The F2F Project Management Structure is attached.

6 ANNEXES (DETAILED BUSINESS CASE)

STRATEGIC CASE	
Annex 1.1	<i>Residents First Outcomes</i>
Annex 1.2	Investment Objectives
Annex 1.3	Potential Scope
Annex 1.4	Key Service Requirements
Annex 1.5	Main Benefits Criteria
Annex 1.6	Key Risks, Constraints & Dependencies
ECONOMIC CASE	
Annex 2.1	Long List (incl. SWOT Analysis)
Annex 2.2	Short List (incl. Investment Appraisal)
Annex 2.3	Ranking of Options
Annex 2.4	Sensitivity Analysis
COMMERCIAL CASE	
Annex 3.1	Procurement Strategy
Annex 3.2	Proposed Contractual Arrangements
FINANCIAL CASE	
Annex 4.1	Capital & Revenue Costs
Annex 4.2	Funding Summary
MANAGEMENT CASE	
Annex 5.1	Governance Arrangements
Annex 5.2	Enabling Resources Required
Annex 5.3	Key Milestones
Annex 5.4	Benefits Realisation Monitoring
Annex 5.5	Contingency Plan

ANNEX 1 – THE STRATEGIC CASE

1.1 Residents First Outcomes

<i>Contribution Towards Outcomes</i>	<i>Critical</i>	<i>Significant</i>	<i>Limited</i>
1. Strong and supportive communities			✓
2. Strong and resilient economy		✓	
3. Life skills and education to thrive		✓	
4. Green and sustainable place		✓	
5. Live well for longer		✓	
6. Quality and value in public services		✓	

Notes*Critical = the proposal makes an essential contribution to major element of this outcome**Significant = the proposal makes a major contribution towards this outcome**Limited = the proposal has minimal or no impact on this outcome*

1.2 Investment Objectives

<i>Objective</i>	<i>By how much?</i>	<i>By when?</i>
1. Contribute towards the achievement of the Tatton Vision financial and investment plan	Additional £50k net contribution	2018/19
2. Revitalise the visitor offer from an animal petting farm to a heritage centred attraction to realise the farms potential, increase financial contribution and ensure future sustainability	Increase in Farm surplus from £70k to £143k	2018 – 2023/24
3. Increase visitor numbers	From 84,000 to 130,000	2018 – 2023/24
4. Leverage external grant funding	£1.1m	2016 - 2018
5. Increase number and diversity of volunteers; introduce new farm volunteer programme	From 10 to 30; 4,005 days contributed; 206 training places	2016 - 2018
6. Improve visitor experience with new multi-media interpretation	Increase in visitor satisfaction ratings; usage of interactive models, app take-up, demonstration attendance, guided tour numbers	2018 onwards
7. Bring buildings into use and ensure their long-term care	21 buildings repaired, restored and conserved; 5 closed buildings opened; 1 new building constructed	2017 - 2018

<p>8. High quality learning and participation programmes with new audiences and communities</p>	<p>24,000 school pupils; 150 staff training places; 192 people from deprived wards; 120 people from BME communities; 30 day mental health programme; 120 people with dementia; 540 adult education workshops; 100 FE and 100 HE students; 120 heritage open weekends</p>	<p>2016 - 2019</p>
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1.3 Potential Scope

<i>In Scope</i>	<i>Out of Scope</i>	<i>To Be Determined</i>
Tatton's Farm attraction – Tatton Dale Farm heritage site, drive, disabled car park, outdoor play areas; farm fields	Other Tatton attractions; Farm top yard; Tenant farm; holiday cottages	N/A
Tatton Dale Farm F2F project learning and participation programme	Existing education and learning for all programme	N/A
Farm volunteer programme	Tatton Volunteer programme	N/A
HLF, Tatton Park Charitable Trust and other identified funding sources	National Trust funding	N/A

1.4 Main Benefits Criteria

<i>Investment Objective</i>	<i>Main Benefits Criteria by Stakeholder Group</i>
1. Contribute towards the achievement of the Tatton Vision financial and investment plan	Provide additional £50k net contribution towards reducing the reliance on public subsidy as part of the Tatton Vision and enable Tatton to sustain and enhance the conservation and care of the estate for the remainder of the lease. Measured by CEC/Tatton financial reporting systems.
2. Revitalise the visitor offer from an animal petting farm to a heritage centred attraction to realise the farms potential, increase financial contribution and ensure future	Differentiation from direct competition to ensure competitive advantage (60 farm attractions within 50 miles radius); more authentic proposition utilising inherent heritage in a more meaningful and coordinated way; attract increased visitor numbers and a wider visitor demographic to increase admissions income for the longer term to invest back into the farm and estate and enable Tatton to become more self-sufficient.

sustainability	Evaluation Consultant will devise evaluation system to measure achievement.
3. Increase visitor numbers	Meet HLF targets; provide increased admissions income to enable financial sustainability and contribution towards reducing public subsidy. Measured by EPOS admissions data and management information reports.
4. Leverage external grant funding	External funding of major CEC capital project: HLF already contributed development funding of £76k and approved grant funding of £974k for delivery of the project in November 2015 ; £56k approved and £51k underwritten by Tatton Park Charitable Trust. Specific management, governance and evaluation regimes to be implemented and performance criteria reported upon; publicity and partnership working benefits. Measured by Fundraising Consultants performance targets.
5. Increase number and diversity of volunteers; introduce new Tatton volunteer programme	By increasing the number of volunteers from 10 to 30, broadening the diversity of people volunteering as well as the range of roles and tasks involved, will augment the farms ability to deliver the F2F project and increase the quality of what and how it is delivered. The volunteers will gain from training in new skills, having a sense of purpose and well-being, being part of a team plus other social benefits. Evaluation consultant will devise evaluation system to measure achievement.
6. Improve visitor experience with new multi-media interpretation	Specified project themes communicated and audiences reached by new site wide interpretation scheme. Evaluation consultant will devise evaluation system to measure achievement.
7. Bring buildings and machinery into use and ensure their long-term care	Existing management and maintenance leaseholder requirements to be met; ensure the heritage will be more effectively conserved, restored and repaired; closed buildings will be developed and opened, machinery restored and new spaces provided for participative learning. Measured by Design team's implementation, adherence to HLF targets and successful launch.
8. High quality learning and participation programmes with new	New learnings and participation pilots developed with a wide range of new audiences and communities which are then successfully launched and implemented; generate new

audiences and communities	income streams and partnership working. Evaluation consultant will devise evaluation system to measure achievement.
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1.5 Key Risks, Constraints & Dependencies

1.5.1 Risks

<i>Key Risk</i>	<i>Impact</i>	<i>Likelihood</i>	<i>Risk Score</i>	<i>Planned Action</i>	<i>Risk Owner</i>
1. Economic – increases in capital build costs due to raw material increase or inflation	2	3	5	Contingency and inflationary percentages built into delivery budget. Binding contractual agreements regarding price with main contractor.	Project Manager
2. Economic – visitor targets and resultant income less than anticipated	2	2	4	Visitor research and marketing activity review. Additional (different) marketing communications and promotion trialled.	Business Development Manager
3. Technical e.g. discovering damp	2	3	5	Contingency time built into capital works	Project Manager
4. Managerial – loss of member(s) of project delivery team	2	2	4	Internal communication plan; HR processes followed e.g. regular 121's, appraisals.	Senior Responsible Officer and line management structure
5. Environmental e.g. discovery of additional habitat	2	2	4	Extant through knowledge	Project Manager

				of the entire site; contingency budget	
6. Issues with legal/regulatory permissions e.g. planning consent refused, HLF permission to start requirements	2	3	5	Close working with relevant agencies.	Business Development Manager
7. Time: delays due to unforeseen circumstances e.g. adverse weather	2	3	5	Time contingency built into building works schedule; NEC3 'pain and gain' contract with building contractor.	Project Manager
8. Social: lack of participation from target audience/groups e.g. volunteers, schools	2	2	4	Ongoing consultation; monitor audience feedback and introduce different ways to engage; additional marketing activity.	Farm Manager

1.5.2 Constraints

Heritage Lottery Fund requirements.

Farm stays open during capital build.

1.5.3 Dependencies

New Tatton Park Volunteer Policy introduced.

Recruitment of Project manager; Interpretation Consultants; Evaluation and Learning and Participation, Paint and Machinery Restoration Consultants.

Assets involvement in design and construction process

Fundraising Consultant employed by Tatton Park Charitable Trust

ANNEX 2 – THE ECONOMIC CASE

2.1 The Long List (including SWOT Analysis)

No.	Description	SWOT Analysis Summary	Shortlist? Y/N
1	Do nothing	<p>Advantages: No capital investment required</p> <p>Disadvantages: Farm buildings currently closed to public will fall further into disrepair; increasing competition from equivalent farm attractions (60 within 50 mile geographical radius); additional net financial contribution to Tatton Vision not achieved; Do not meet National Trust leaseholder obligations; inherent heritage assets of farm not protected or realised.</p>	
2	Cheshire East Council fully fund project	<p>Advantages: No requirement to meet HLF criteria</p> <p>Disadvantages: Significantly greater capital investment from CEC</p>	
3	Obtain HLF funding and other funding sources for project development and delivery phases.	<p>Advantages: Significant percentage (80%) of total investment from external sources; Field to fork development phase already completed (including expenditure of HLF development funding £76k) already; Bid submitted and approved for delivery phase including HLF delivery grant funding of £974k; Tatton Park Charitable Trust already contributed £5k for development phase, approved £56k and underwritten £51k for delivery phase. Expert advice, external knowledge and best practice resources</p>	

No.	Description	SWOT Analysis Summary	Shortlist? Y/N
		provided via HLF. Greater publicity potential via partnership working. Disadvantages: project subject to HLF constraints and criteria; Fundraising resource requirement.	

2.2 The Short list (including Investment Appraisals)

No.	Description	Appendix
1	Do nothing	A.1
2	Cheshire East Council fully fund project	A.2
3	Obtain HLF funding and other funding sources for project development and delivery phases.	A.3

2.3 Ranking of Options

No.	Description	Rank
1	Do nothing	3
2	Cheshire East Council fully fund project	2
3	Obtain HLF funding and other funding sources for project development and delivery phases.	1

Preferred Option

1. Obtain HLF funding and other funding sources for project development and delivery phases. HLF grant represents 72% of total capital costs in delivery phase with a further 8% provided by Tatton Park Charitable Trust and other funding sources leaving 20% of total capital costs in delivery phase to be funded by CEC. Additional external resource including Project manager and specialist consultants e.g. Machine restoration and conservation specialists are funded within project costs to support quality of delivery. Option to include CEC Assets resource to help deliver capital build element. All other elements delivered by existing internal Tatton Park resource and increased number of volunteers.

2.4 Sensitivity Analysis

Use of CEC Assets Construction Workstream project Manager is not yet definite therefore any cost allocated for this may be used externally (estimated at £25 - £30k)

APPENDIX A.1

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 1: Do nothing									
Construction/works	-	-	-	-	-	-	-	-	-
Fit out	-	-	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-	-
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital	-	-	-	-	-	-	-	-	-
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Exisiting Operational Cost	69,978	71,661	73,020	74,480	75,970	77,490	79,039	80,620	602,259
Total Revenue	259,978	264,521	267,808	271,216	274,673	278,180	281,737	285,344	2,183,458
Total (Capital + Revenue)	259,978	264,521	267,808	271,216	274,673	278,180	281,737	285,344	2,183,458
Income	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	-2,640,000
Surplus/deficit	- 70,022	- 65,479	- 62,192	- 58,784	- 55,327	- 51,820	- 48,263	- 44,656	- 456,542

APPENDIX A.2

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 2: Cheshire East Council fully fund project									
Construction/works	-	33,151	629,866	-	-	-	-	-	663,017
Fit out	-	-	280,000	-	-	-	-	-	280,000
Fees	-	102,101	95,653	-	-	-	-	-	197,754
Contingency	-	30,647	64,289	-	-	-	-	-	94,936
Inflation	-	6,411	42,859	-	-	-	-	-	49,270
Project Implementation Cost	-	21,019	42,676	-	-	-	-	-	63,695
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital: Requires CEC funding	-	193,329	1,155,344	-	-	-	-	-	1,348,672
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Existing Operational Cost	69,978	70,950	75,885	95,036	100,844	105,359	108,491	111,707	738,251
Continuation of Activity Plan	-	-	-	-	2,500	5,795	6,656	6,789	21,740
Additional Operational Cost	-	-	-	17,879	17,879	17,150	17,164	17,507	87,579
Contingency	-	13,190	14,034	14,939	15,482	15,818	16,085	16,357	105,905
Total Revenue	259,978	277,000	284,707	324,589	332,909	339,017	344,438	350,296	2,512,934
Total (Capital + Revenue)	259,978	470,329	1,440,050	324,589	332,909	339,017	344,438	350,296	3,861,607
Income	- 330,000	- 340,640	- 548,275	- 317,212	- 407,709	- 452,372	- 471,807	- 491,458	-3,359,473
Surplus/deficit	- 70,022	129,689	891,775	7,377	- 74,800	- 113,355	- 127,369	- 141,162	502,134

APPENDIX A.3

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 3: Obtain HLF funding and other funding sources for project development and delivery phases.									
Construction/works	-	33,151	629,866	-	-	-	-	-	663,017
Fit out	-	-	280,000	-	-	-	-	-	280,000
Fees	-	102,101	95,653	-	-	-	-	-	197,754
Contingency	-	30,647	64,289	-	-	-	-	-	94,936
Inflation	-	6,411	42,859	-	-	-	-	-	49,270
Project Implementation Cost	-	21,019	42,676	-	-	-	-	-	63,695
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital: 80% funded by external grants	-	193,329	1,155,344	-	-	-	-	-	1,348,672
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Existing Operational Cost	69,978	70,950	75,885	95,036	100,844	105,359	108,491	111,707	738,251
Continuation of Activity Plan	-	-	-	-	2,500	5,795	6,656	6,789	21,740
Additional Operational Cost	-	-	-	17,879	17,879	17,150	17,164	17,507	87,579
Contingency	-	13,190	14,034	14,939	15,482	15,818	16,085	16,357	105,905
Total Revenue	259,978	277,000	284,707	324,589	332,909	339,017	344,438	350,296	2,512,934
Total (Capital + Revenue)	259,978	470,329	1,440,050	324,589	332,909	339,017	344,438	350,296	3,861,607
Income (Inc. HLF & Other Funding Grants)	-330,000	- 484,963	-1,462,174	- 333,484	- 421,186	- 455,380	- 473,807	- 493,458	-4,454,452
Surplus/deficit	- 70,022	- 14,634	- 22,124	- 8,895	- 88,276	- 116,363	- 129,370	- 143,162	- 592,845

ANNEX 3 – THE COMMERCIAL CASE

3.1 Procurement Strategy

The procurement and commissioning of all of the required external consultancy support and construction services will be through the use of framework agreements in line with government best practice guidelines and the Councils procurement regulations. The Council has access to a number of established framework agreements and as the various Consultants and Contractors have already been assessed as suitable (as part of the two stage tendering process that was undertaken to become appointed to the framework), greater efficiencies can be achieved by not having to undertake a full procurement and tendering process. Appointment can be made from the Framework either directly or via a mini competition on an agreed cost / quality basis. The Consultants have already submitted their hourly rates and percentage fee charges, so we can easily determine value for money.

This procurement strategy is in line with HLF requirements and any other services not under a framework agreement will follow Council procurement procedures with a minimum of 3 suppliers providing services and quotes.

3.2 Proposed Contractual Arrangements

Different contracts will exist for different suppliers. Main construction period is April to December 2017.

ANNEX 4 – THE FINANCIAL CASE

4.1 Capital & Revenue Costs

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 3: Obtain HLF funding and other funding sources for project development and delivery phases.									
Construction/works	-	33,151	629,866	-	-	-	-	-	663,017
Fit out	-	-	280,000	-	-	-	-	-	280,000
Fees	-	102,101	95,653	-	-	-	-	-	197,754
Contingency	-	30,647	64,289	-	-	-	-	-	94,936
Inflation	-	6,411	42,859	-	-	-	-	-	49,270
Project Implementation Cost	-	21,019	42,676	-	-	-	-	-	63,695
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital: 80% funded by external grants	-	193,329	1,155,344	-	-	-	-	-	1,348,672
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Existing Operational Cost	69,978	70,950	75,885	95,036	100,844	105,359	108,491	111,707	738,251
Continuation of Activity Plan	-	-	-	-	2,500	5,795	6,656	6,789	21,740
Additional Operational Cost	-	-	-	17,879	17,879	17,150	17,164	17,507	87,579
Contingency	-	13,190	14,034	14,939	15,482	15,818	16,085	16,357	105,905
Total Revenue	259,978	277,000	284,707	324,589	332,909	339,017	344,438	350,296	2,512,934
Total (Capital + Revenue)	259,978	470,329	1,440,050	324,589	332,909	339,017	344,438	350,296	3,861,607
Income (Inc. HLF & Other Funding Grants)	-330,000	-484,963	-1,462,174	-333,484	-421,186	-455,380	-473,807	-493,458	-4,454,452
Surplus/deficit	-70,022	-14,634	-22,124	-8,895	-88,276	-116,363	-129,370	-143,162	-592,845

4.2 Funding Summary

Funded by	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	£	£	£	£	£	£	£
Existing Capital Allocation		57,000	210,000				267,000
Grant (HLF and TPCT)		136,328	945,344				1,081,672
Developer & Other Contributions							
Capital Receipts							
Prudential Borrowing							
Revenue Contribution							
Other Income							
<i>Sub Total</i>		193,328	1,155,344				1,348,672
Revenue							
Base Budget							
Grant							
Cost of Investment							
Benefit 1							
Benefit 2							
Other Income							
<i>Sub Total</i>							
Grand Total		193,328	1,155,344				1,348,672

ANNEX 5 – THE MANAGEMENT CASE

5.1 Governance Arrangements

5.1.1 Links to existing programmes

<i>Programme Name</i>	<i>Tick</i>	<i>Programme Name</i>	<i>Tick</i>
1 - Cheshire Pioneer		8 - Science Corridor	
2 - Better Care Fund		9 - Energy	
3 - Live Well For Longer		10 - High Growth City	
4 - Health Integration		11 - Modern Business Architecture	
5 - Tatton Vision	✓	12 - Communities	
6 - Crewe Regeneration		13 - Waste	
7 - Macclesfield Regeneration			
Other: <i>(Please indicate below)</i>			

5.1.2 Project / Programme Management Arrangements

<i>Role</i>	<i>Name</i>	<i>Title</i>
Project Executive / Senior Responsible Owner	Brendan Flanagan	Head of Countryside, Culture & Visitor Economy
Programme Manager	Carole Mullineux	Business Development Manager
Senior User	Carole Mullineux	Business Development Manager
Project Manager	TBC	External appointment
Design and implementation of Activity Plan, recruitment and management of volunteers	Jayne Chapman	Farm Manager
Design and implementation of Activity Plan, recruitment and management of volunteer, recruitment, training and management of learning and visitor services casual staff.	Laura Armitage	Learning and Visitor Services Manager
Design and implementation of Marketing Plan	Vicky Wilby	Marketing Manager
Design Partnership and Audience Development plan and train staff.	TBC	Learning and Participation Consultant
Design and implement Interpretation plan	TBC	Interpretation Consultant
Design and implement Evaluation Plan	TBC	Evaluation Consultant

Assess and advise on appropriate plan for machinery restoration	TBC	Machinery Restoration Consultant
Assess and advise on appropriate plan for paint restoration	TBC	Paint Consultant
TBC - Procurement and tendering of construction work stream and appointment of construction related property services.	TBC	TBC - Construction Workstream Manager

5.2 Enabling Resources Required

Resource	No. of days		When?	Source (e.g. corporate, service, external, ASDV)
	Total	Per wk		
Project Management	360	3	July 2016 to December 2017	External plus internal Assets
ICT	0			
HR	0			
Communications	5		TBC	Service plus Corporate
Consultation (PMO)	2		March to June 2016	Corporate
Planning	0	0		Planning permission already achieved

Resource	No. of days		When?	Source (e.g. corporate, service, external, ASDM)
Procurement	5		TBC	Corporate
Legal	1		TBC	Corporate
Assets	61		2016 - 17	Corporate
Finance	24		2016 - 17	Service
Risk Management	0			
Business Intelligence	3		2017	Corporate

5.3 Key Milestones

<i>Milestone / Stage</i>	<i>Target Date</i>
1. Budget Approval / Gate 1 Endorsement [M]	January 2016
2. Procure external consultants	August 2016
3. Project Manager Appointment	August 2016
4. Procure Design Team and Contractor	October 2016
5. Overall construction period	April 2017 to December 2017
6. Interpretation design, production and installation	October 2016 to December 2017
7. Evaluation plan, training, implementation and review reports	August 2016 to June 2019
8. Partnership and audience development plan	September 2016 to June 2019
9. Internal Communication Plan	August 2016
10. Marketing Activity	January 2016 to June 2019
11. Fundraising Plan	May 2016

12. Official Field to Fork launch	March 2018
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5.4 Benefits Realisation Monitoring

Benefit	Benefit Owner	Review Timescale			
		3 months	6 months	9 months	12 months
Provide additional £50k net contribution towards reducing the reliance on public subsidy as part of the Tatton Vision and enable Tatton to sustain and enhance the conservation and care of the estate for the remainder of the lease. Measured by CEC/Tatton financial reporting systems.	Tatton Park, CEC				✓
Differentiation from direct competition to ensure competitive advantage (60 farm attractions within 50 miles radius); more authentic proposition utilising inherent heritage in a more meaningful and coordinated way; attract increased visitor numbers and a wider visitor demographic to increase admissions income for the longer term to invest back into the farm and estate and enable Tatton to become more self-sufficient. Evaluation Consultant will devise evaluation system to measure achievement.	Tatton Farm attraction				✓

Benefit	Benefit Owner	Review Timescale			
		3 months	6 months	9 months	12 months
Meet HLF targets; provide increased admissions income to enable financial sustainability and contribution towards reducing public subsidy. Measured by EPOS admissions data and management information reports.	HLF, Tatton Park, CEC				✓
External funding of major CEC capital project: HLF already contributed development funding of £76k and approved grant funding of £974k for delivery of the project in December 2015 ; £56k approved and £51k underwritten by Tatton Park Charitable Trust. Specific management, governance and evaluation regimes to be implemented and performance criteria reported upon; publicity and partnership working benefits. Measured by Fundraising Consultants performance targets.	TPCT, HLF				✓
By increasing the number of volunteers from 10 to 30, broadening the diversity of people volunteering as well as the range of roles and tasks involved, will augment the farms ability to deliver the F2F project and increase the quality of what and how it is delivered. The volunteers will gain from training in new skills, having a sense of purpose and well-being, being part of a team plus other social benefits. Evaluation consultant will devise evaluation system to measure achievement.	HLF, Tatton Park				✓

Benefit	Benefit Owner	Review Timescale			
		3 months	6 months	9 months	12 months
Specified project themes communicated and audiences reached by new site wide interpretation scheme. Evaluation consultant will devise evaluation system to measure achievement.	HLF, Tatton Park				✓
Existing management and maintenance leaseholder requirements to be met; ensure the heritage will be more effectively conserved, restored and repaired; closed buildings will be developed and opened, machinery restored and new spaces provided for participative learning. Measured by Design team's implementation, adherence to HLF targets and successful launch.	HLF, Tatton Park				✓
New learnings and participation pilots developed with a wide range of new audiences and communities which are then successfully launched and implemented; generate new income streams and partnership working. Evaluation consultant will devise evaluation system to measure achievement.	HLF, Various audiences, Tatton Park				✓

5.5 Contingency Plans

Preliminaries, contingency and inflation built into delivery budget. A structured monitoring system, weekly project and monthly programme review meetings and regular formal HLF reviews and evaluation reports. Time contingency built into construction works schedule. NEC3 'pain and gain' contract with building contractor.

Supplementary information:



F2F PROJECT
MANAGEMENT STRUC

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Peter Bates, Chief Operating Officer
Subject/Title:	Playing Pitch Strategy Assessment Report 2030
Portfolio Holder:	Councillor David Brown, Highways and Infrastructure

1. Report Summary

- 1.1. The Council aspires to ensure that every local community has access to high quality playing pitches that meet their current and future needs. The Cheshire East Playing Pitch Strategy (PPS) is key to achieving this.
- 1.2. The PPS firstly assesses the supply and demand for playing pitches in the borough. This includes future demand, looks ahead to 2030 to take account of the planned level of housing development (and population growth) in the Council's emerging Local Plan Strategy. This supply/demand analysis is contained in the Assessment Report which is appended to this Cabinet report. The second key component of the Strategy is a series of Action Plans to address the issues arising from the findings of the Assessment Report. Together, the Assessment Report and Action Plans will comprise the full draft PPS which, it is intended, will then be the subject of public consultation.
- 1.3. A great deal of effort has gone into the collection and analysis of playing pitch data. The development of a PPS requires a collaborative approach. Sport England, the five National Governing Bodies, Cheshire East sports clubs and schools have all contributed to the Assessment Report. Their guidance, input and support is greatly appreciated. Close working with these key stakeholders will continue through the development of the Action Plans.
- 1.4. The Assessment Report has been prepared in line with Sport England guidelines. The baseline supply and demand data has been collected over a period of time and, as such, it is recommended that the PPS is updated in 2017.

2. Recommendation

- 2.1. That Cabinet

(i) endorses the draft Cheshire East Council Playing Pitch Strategy Assessment Report for consultation purposes;

(ii) agrees that the Chief Operating Officer be given delegated authority to finalise the Assessment Report and complete associated Actions Plans, in consultation with the Portfolio holder;

(iii) agrees that the draft Assessment Report and Action Plans be published for public consultation;

(iv) agrees that the Chief Operating Officer in consultation with the Portfolio holder be given delegated authority to then finalise the Assessment report and Action Plans, taking account of the representations received, prior to adoption by cabinet of the competed strategy.

(v) agrees to undertake a refresh of the base data in 2017 in line with good practice promoted by Sport England

3. Other Options Considered

- 3.1. The Council has the option to proceed without adopting a Playing Pitch Strategy. This would undermine the ability of the Council and other sporting bodies to improve existing and provide for new sports fields in the borough, including through the planning process.

4. Reasons for Recommendation

- 4.1. The primary purpose of the Playing Pitch Strategy is to provide a strategic framework for ensuring that there are sufficient and high quality playing pitches to meet the needs of existing and future residents within Cheshire East.
- 4.2. In following the Sport England guidelines, the Cabinet is asked to agree the draft Assessment Report leading to the production of Action Plans and public consultation.

5. Background/Chronology

- 5.1. In 2014, utilising a Sport England approved process, the Council engaged with the five sports National Governing Bodies (Football, Rugby Union, and Rugby league, Cricket, Hockey and Lacrosse) regarding the status of current outdoor sports facilities and what will be required to meet future needs. Supply and usage data has been gathered from 973 teams playing from 193 clubs using 514 pitches with the condition of all pitches being assessed. This has been a time consuming process given the size of study area. This data has been collated and presented to the sports representatives for their comments. The level of response has been assessed as good which provides a robust data set for the PPS.

- 5.2. A process of continual liaison with the sports National Governing Bodies has been undertaken to check the accuracy of the information and to iron out any issues.
- 5.3. The immediate next step will be to draft the Action Plans. These will be written in partnership with the NGBs and Sport England to ensure the PPS takes full account of the aspirations of the sporting community. Following that it is intended that the draft PPS (comprising the Assessment Report and Action Plans) be the subject of wider public consultation.

6. Wards Affected and Local Ward Members

- 6.1. All Cheshire East Council Wards

7. Implications of Recommendation

- 7.1. **Policy Implications:** Supporting the following Corporate Outcomes 1 & 5

Outcome 1: Our local communities are strong and supportive: Individuals and families are self-reliant and take personal responsibility for their quality of life. Communities are cohesive, with a strong sense of neighbourliness. There is genuine civic pride and mutual respect.

Outcome 5: People live well and for longer: Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities.

- 7.2. **Strategic Context**

7.2.1. The PPS ensures a strategic approach to playing pitch provision. It will provide a robust evidence for capital funding and planning purposes.

7.2.2. The action plan will feed into the work on the Council's Site Allocations Development Policies Document regarding the location of additional facilities and the protection and enhancement of existing sites. It also provides evidence to inform the Council's approach towards seeking developer contributions.

7.2.3. There are specific policies for sport and recreation in the Local Plan Strategy .

Policy SC2 specifically applies to outdoor sports facilities. In summary, is seeks to:

- protect existing facilities unless proven to be surplus to need or where replaced with an equivalent or improved facility;
- support the provision of new facilities including where they are listed in a Playing Pitch Strategy; and
- ensure that major residential developments contribute towards new or improved new facilities where the need for such arises from that development

- Policy SE6 relates to various types of Green Infrastructure including sport and playing fields. It similarly refers to the need to protect and enhance such facilities. .

7.3. Operationally, the PPS will help improve current asset management. The site specific Action Plans will identify the locations where the quantity and quality of provision can be enhanced to meet current and future demand.

7.4. Legal Implications

7.4.1. The Council's powers to hold land (parks and open spaces), provide services, promote community wellbeing and enforce bylaws are set out in a range of legislation including but not limited to Open Spaces Act 1906, Highways Act 1980, Town and Country Planning Act 1990, Countryside and Rights of Way Act 2000, Local Government Act 2000 and the Clean neighbourhoods and Environment Act 2005.

7.5. Financial Implications

7.5.1. All investment required to deliver any actions identified in these documents will be subject to the standard project feasibility / business case protocols and to sufficient approved capital budget available in the capital programme.

7.5.2. The Strategy puts the Council in a better position to secure appropriate developer contributions through planning applications.

7.6. Equality Implications

7.6.1. The development of facilities to a standard that meets modern regulation under the Equalities Act

7.7. Rural Community Implications

7.7.1. To meet the requirement to provide recreational facilities in close proximity to all communities.

7.8. Human Resources Implications

7.8.1. The Playing Pitch Strategy does not currently require additional resourcing. However, each element of the action plan will need to be considered on merit and weighed against the business case.

7.9. Public Health Implications

7.9.1. The provision of quality playing field provision will have a positive impact on the health and wellbeing of the Cheshire East Community.

7.10. Other Implications (Please Specify)

- 7.10.1. Provision of good outdoor sports facilities should increase participation rates and enable local teams / clubs to play in their own neighbourhood. The income being derived from bookings can support the cost of maintaining these community assets.

8. Risk Management

8.1. Risk Register

Risk	Reason	Action
Partnership working	CEC needs to work with partner organisations to raise necessary resources.	Build partnerships at a local (Clubs & communities) & regional level (NGBs) to secure resources.
Planning	The PPS will enable the Council to secure investment from developer contributions in building and maintaining public open space / playing fields.	Ongoing discussions with planning to respond to opportunities as they arise.
Finance	The need to work in partnership with external bodies to match funds raised from developer contributions.	CEC will build specific business cases and partnerships in search of external funding opportunities
Asset Management	The ability of ANSA and FM to maintain these facilities in times of austerity.	To find imaginative solutions to the problem of funding adequate maintenance of the facilities to meet expectations.

9. Access to Information/Bibliography

- 9.1. The following report is referenced in the production of this report:

“Cheshire East Playing Pitch Assessment Report” (attached Appendix 1)

10. Contact Information

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Cheshire East Playing Pitch Strategy Assessment Report

Draft – June 2016

Acknowledgments

The Council acknowledges with grateful thanks the contribution and the input to this report of Cheshire East sports clubs, schools, Sport England and the five National Sport Governing Bodies in the production of this assessment.

Contents	Page
Section 1 – Introduction and Methodology	4
Section 2 – Prepare and Tailor the Approach	10
Section 3 – Strategic Context & Local Profile	15
Section 4 – Cricket	40
Section 5 – Football	60
Section 5a – Football AGPs	99
Section 6 – Hockey	113
Section 7 – Lacrosse	133
Section 8 – Rugby League	143
Section 9 – Rugby Union	144
 Appendices	
Appendix A – Stage A Checklist	158

1. Introduction and Methodology

Introduction

The Council is committed to ensuring that high quality outdoor playing pitches are provided to meet the current and future needs of local communities across Cheshire East. Working with the range of partners and sports clubs this Assessment Report sets out the current playing pitch provision and their usage based on data collected from Cheshire sports clubs and schools. This is the first part of the Council's Playing Pitch Strategy and provides a platform to now consider the level and quality of playing pitch provision that the Council, its partners and local people aspire to.

Sport is central to our well being and participation in sport brings with it a range of benefits including better health. Getting the amount and quality of pitch provision right can improve participation in sport, support healthy lifestyles, enhance the vitality and viability of sports clubs, enable further investment centred on sport. The Council will now work to produce Action Plans based on the findings of this report in collaboration with national sporting bodies, sports clubs, schools listening to feedback through wider public consultation before finalising them. A Playing Pitch Strategy is a living document and as such the Council commits to regularly update it. This will start with a refresh of the data in 2017.

This Assessment Report is the factual evidence base illustrating the key issues arising from the baseline data that has been gathered. It then informs the preparation of a series of Action Plans. Specifically, the Assessment report:

- Identifies the current supply of playing pitches in Cheshire East.
- Outlines the current demand for playing pitches in Cheshire East currently and predicting requirement through to 2030 to align with the Cheshire East Local Plan Period.
- Evaluates the current quality of playing pitches and ancillary whether currently available for community use or not.
- Identifies the key issues relating to playing pitches in Cheshire East.
- Identifies lapsed / disused sites and provide an assessment of whether they should be protected to meet existing unmet demand, protected for future use or can be disposed of for an alternative use.

The study covers the Cheshire East priority outdoor pitch sports and their associate playing areas. They are:

- Cricket Pitches
- Football Pitches
- Third Generation Artificial Grass Pitches (AGPs)
- Hockey

- Lacrosse Pitches
- Rugby League Pitches
- Rugby Union Pitches

The Cheshire East PPS began as in-house collaborative project involving the Council's spatial planning, parks & green spaces and leisure development teams. During its preparation, and in line with the Council's move towards establishing alternative delivery vehicles, the parks & green spaces service became part of ANSA in 2014, a new company established to provide a range of environmental services and the leisure development team became part of Everybody Sport & Recreation, a charitable trust established in 2014 to deliver leisure services in partnership with the Council.

In July 2014 Everybody Sport & Recreation were commissioned by Cheshire East Council to draw together the work already completed into an assessment report and subsequently a strategy to set out the strategic direction and local priorities for facilities used for cricket, football, hockey, lacrosse and rugby.

Methodology

In agreement with Sport England and the relevant National Governing Bodies of Sport (NGBs) the report presents a supply and demand assessment of all grass based pitches in accordance with Sport England's 'Playing Pitch Guidance, An approach to Developing and Delivering a Playing Pitch Strategy' (2013).

All the sports included with the exception of lacrosse are covered directly within the guidance which has been agreed by Sport England and the relevant NGB. In the case of lacrosse a similar approach and format has been used working closely with English Lacrosse to ensure all parties are happy with the results.

The NGBs consulted in the process were:

- England and Wales Cricket Board
- England Hockey Board
- English Lacrosse
- Rugby Football League
- Rugby Football Union
- The Football Association

The process is a logical ten step approach which is broken into five sections. It is illustrated in the table below.

Stages A to C will be covered in this assessment report.

Table 2.1 - Developing & Delivering a Playing Pitch Strategy, the 10 step approach

Stage	Step	Description
A	1	Prepare and tailor the approach
B	2	Gather supply information
	3	Gather demand information
C	4	Understand the situation at individual sites
	5	Develop the current and future pictures of provision
	6	Identify the key findings
D	7	Develop the recommendations & action plan
	8	Write and adopt the strategy
E	9	Apply and deliver the strategy
	10	Keep the strategy robust

Stage A / Step 1 – Prepare and Tailor the Approach

In order for the PPS to be robust the following questions have been asked and subsequently answered. They are:

- Why produce a playing pitch strategy?
- What are the aims of the PPS?
- What are the objectives of the PPS?
- What are the management arrangements?
- What is the geographical area to be analysed?
- What is the strategic context and how does the PPS link to other strategies?
- What is sport participation profile in Cheshire East?
- How will the population of Cheshire East change up to 2030?

Stage B / Steps 2 & 3 – Gather Supply and Demand Information and Views

To produce a robust PPS it needs to be based on the most accurate and up to date information available about the supply of and demand for playing pitches. This section provides an overview of how this is being achieved in Cheshire East.

Supply (Step 2)

This started with a full download from Sport England Active Places database followed by the input of local knowledge from the project team then a full check with the clubs and facility providers. The following information was gathered:

- Site name, location, ownership and management type
- Type and number of pitches at each site including details of over marking
- Accessibility of the pitches for the community
- Quality and maintenance of pitches and ancillary facilities
- Level of protection and security of tenure
- Views of users, providers and other parties

Demand (Step 3)

To accurately evaluate the demand on playing pitches existing NGB knowledge was sourced then checked with all facility users and providers. The following information was gathered:

- Number of sport clubs and teams with their match and training usage requirements (training was more difficult in some cases)
- Casual and other demand
- Educational demand
- Displaced demand (teams wanting to play in the borough who can't and those playing outside of the borough through choice e.g. central venue league)
- Unmet and latent demand
- Future demand (NGB priorities / targets and club aspirations)
- Trends and changes in demand (users views and knowledge)

To support the collection of supply and demand information outlined the following tasks were completed:

- Develop a master spreadsheet from the Sport England Active Places download
- Review local knowledge from NGBs and private facility owners
- Audit of local league and club websites, fixture lists and pitch booking records
- Conduct a survey with all education establishments
- Consult with all formal playing pitch users via an email / postal questionnaire followed up with a telephone / face to face conversation in complex situations and /or where the user would like it
- Establish existing pitch quality reports
- Undertake non-technical assessment of all other sites
- Present findings to NGBs and discuss key issues

A high proportion of clubs and teams engaged successfully in the exercise which involved a questionnaire being sent to all secretaries / main contacts which was followed up by a face to face or telephone conversation with clubs with complex facility issues and / or a high number of teams. This process was supported by the NGB contacts by providing contact information and following up non responders.

Table 1.1 – Consultation Response Rates

Sport	No. of Clubs	No. of Teams	Response Rate	
			Clubs	Teams
Cricket	38/39	236/238	97%	99%
Football	101/133	458/527	76%	87%
Hockey	8/8	81/81	100%	100%
Lacrosse	2/2	16/16	100%	100%
Rugby League	0	0	N/A	N/A
Rugby Union	7/7	94/94	100%	100%
Education	111/154		72%	

Stage C / Steps 4, 5 & 6 - Assess the Supply and Demand Information and Views

Understand the situation at individual sites (Step 4)

An overview for each site available to the community should be developed consisting of:

- A comparison between the amount of play a site can accommodate with how much play takes place there. This is then categorised throughout the assessment reports as illustrated below

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain
Overused	Play exceeds the level the site can sustain

- Whether there is any spare capacity during the peak period for relevant pitch types
- The key issues with, and views of, the provision at the site

Develop the current picture of provision (Step 5 – Part 1 of 2)

Site overviews should be used to help understand:

- The situation across all sites available to the community
- The situation across only those sites with secured community use

- The nature and extent of play taking place at sites with unsecured community use
- The nature and extent of any displaced, unmet and latent demand
- Key issues raised with the adequacy of provision
- The situation at any priority sites

Develop the future picture of provision (Step 5 – Part 2 of 2)

The current picture of provision and the future demand information from Stage B should be used to help understand:

- How population change will affect the demand for provision
- How participation targets and current/future trends may affect the demand for provision
- Whether there are any particular sports clubs or sites where demand is likely to increase
- How any forthcoming changes in supply may affect the adequacy of provision to meet demand

Identify the key findings and issues (Step 6)

The current and future pictures of provision, along with the site overviews, should be used to answer the following questions:

- What are the main characteristics of the current and future supply of and demand for provision?
- Is there enough accessible and secured community use provision to meet current and future demand?
- Is the provision that is accessible of sufficient quality and appropriately managed?

All of these areas will be checked, challenged and agreed by the steering group.

Stages D & E / Steps 7 & 8 – Develop the Strategy, Deliver the Strategy and Keep it Up to Date

Along with the key findings identified in Stage C will be supported by testing a number of scenarios as identified by individual NGBs and ones specific to Cheshire East. Recommendations and actions in this section will then be established by and agreed with the steering group.

The strategy and site specific action plans will be completed in the light of the assessment findings. It is proposed that the implementation of the strategy will be overseen by a PPS Implementation and Delivery Group.

The strategy will be regularly reviewed in order to keep it up to date and robust for decision making.

All of Stages D and E will be covered in the accompanying **Strategy and Action Plan**.

2. Prepare and tailor the approach (Stage A)

The PPS has followed the Sport England 'Playing Pitch Guidance, An approach to Developing and Delivering a Playing Pitch Strategy' guidance in preparing the project to ensure it will be robust, therefore the following steps were undertaken.

Why produce a Playing Pitch Strategy?

The primary purpose of the PPS is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet the local needs of existing and future residents within the Cheshire East Area. The Strategy will be produced in accordance with national planning guidance and provide robust and objective justification for future playing pitch provision throughout Cheshire East.

The production of the PPS will also support the following areas as identified as imperative to the project.

a. Corporate and strategic

- It ensures a strategic approach to playing pitch provision. During times of change for local authorities, a playing pitch strategy will provide direction and set priorities for pitch sports.
- It provides robust evidence for capital funding. As well as proving the need for developer contributions towards pitches and facilities a playing pitch strategy can provide evidence of need for a range of capital grants. Current funding examples include the Sport England Lottery Fund, Heritage Lottery Fund (for park improvements), the Football Foundation and the Big Lottery.
- It helps deliver government policies for social inclusion, environmental protection, community involvement, and healthy living.
- It helps demonstrate the value of leisure services during times of increasing scrutiny of non-statutory services.
- It helps the Best Value process through:
 - Consultation with pitch-based sports clubs, providers and organised leagues in Cheshire East
 - Consultation with regional officers from national governing bodies to gain a strategic perspective of sport delivery and growth
 - Challenges current systems for sports pitch ownership, management and maintenance
 - Comparison with other local authorities through various benchmarks
 - Competition, for example, for pitch and associated facility management / maintenance contracts

b. Planning

- It provides a basis for establishing new pitch requirements arising from new housing developments or improvements to existing where demand can be satisfied by increasing capacity
- It is one of the best tools for the protection of pitches threatened by development.

- It links closely with work being undertaken on open spaces to provide a holistic approach to open space improvement and protection.
 - It provides for an integrated approach towards land use planning and playing pitch provision through the Council's emerging Local Plan Strategy and through decisions on individual planning applications.
- c. Operational
- It can help improve current asset management, which should result in more efficient use of resources and reduced overheads.
 - It highlights locations where quality of provision can be enhanced.
- d. Sports development
- It helps identify where community use of school sports pitches is most needed.
 - It provides better information to residents and other users of sports pitches available for use. This includes information about both pitches and sports teams / user groups.
 - It promotes sports development and can help unlock latent demand by identifying where the lack of facilities might be suppressing the formation of teams / community needs.

What are the aims of the Playing Pitch Strategy?

The aims of the Playing Pitch Strategy are:

- Inform the review of emerging planning policy within the Local Development Framework, particularly the Cheshire East Local Plan Strategy and subsequent Site Allocation Development Policies Document. The PPS covers the same time period as the Local Plan, to 2030.
- Provide adequate planning guidance to assess development proposals affecting playing fields (in line with national planning policy in the National Planning Policy Framework).
- Inform land use decisions in respect of the future use of existing outdoor sports areas and playing pitches within Cheshire East.
- Provide a strategic framework for the provision and management of playing pitches in Cheshire East.
- Support external funding bids and maximise support for outdoor sport and physical activity facilities and playing pitches.
- Provide the basis for ongoing monitoring and review of the use, distribution, function, quality, and accessibility of outdoor sport, physical activity facility provision, and playing pitches.

What are the objectives of the Playing Pitch Strategy?

The key objectives and requirements of the Strategy are to:

- Assess the current supply and demand balance in the study area and sub areas.
- Identify all pitches, irrespective of ownership, and assess which are publicly available and which are not.

- Assess the current and future need for pitch provision in the Cheshire East area taking account of proposed housing growth, changing demographics and the geographical focus of that growth.
- Assess the future pitch needs against the national governing bodies' county, regional and whole sport plans.
- Assess the quality and capacity of existing pitches and support facilities for both training and playing of matches.
- Identification of pitches that are underplayed, overplayed and played to their individual optimum capacity against national governing bodies' recommendations.
- Assess the accessibility of facilities.
- Identify locally specific needs for playing pitch provision.
- Establish a strategic framework and make recommendations in respect of future pitch provision in the CE area.
- Develop a site specific prioritised action plan for the study area and sub areas. The action plan will prioritise sites by sport with indicative timescales and key partners for delivery.

What are the management arrangements?

The project team has been responsible for the completion of the Playing Pitch Strategy with support from the steering group comprising representatives from the Council, NGBs and Sport England. A brief was created which was agreed by all steering group members to identify the aims, objectives and key drivers for the development of the Cheshire East Playing Pitch Strategy.

Assessment data was collated between August 2013 and July 2014 in line with the seasons of the sports collected. Since then the data has been analysed by the project team within this assessment report.

The PPS Guidance provides a checklist of items to cover during each stage. The checklists are used to help guide the Steering Group during preparation of the PPS. The checklists for Stage A (tailoring the approach) and Stage B (data collection) have been completed and signed off by the Steering Group and are included in Appendixes A & B along with the minutes of those Steering Group meetings. The Stage C checklist will be added once the public consultation of this Assessment Report has been undertaken and revised to take into account consultation responses.

What is the geographical area to be analysed?

The strategy covers the borough boundary area of Cheshire East; however the data gathered has been presented in such a way as to be further analysed by smaller analysis areas. There are also a number of sports teams from outside the specified area that use pitches within Cheshire East and sports teams from inside Cheshire East that use facilities outside of the borough. This cross boundary movement has been taken into consideration when producing this assessment report.

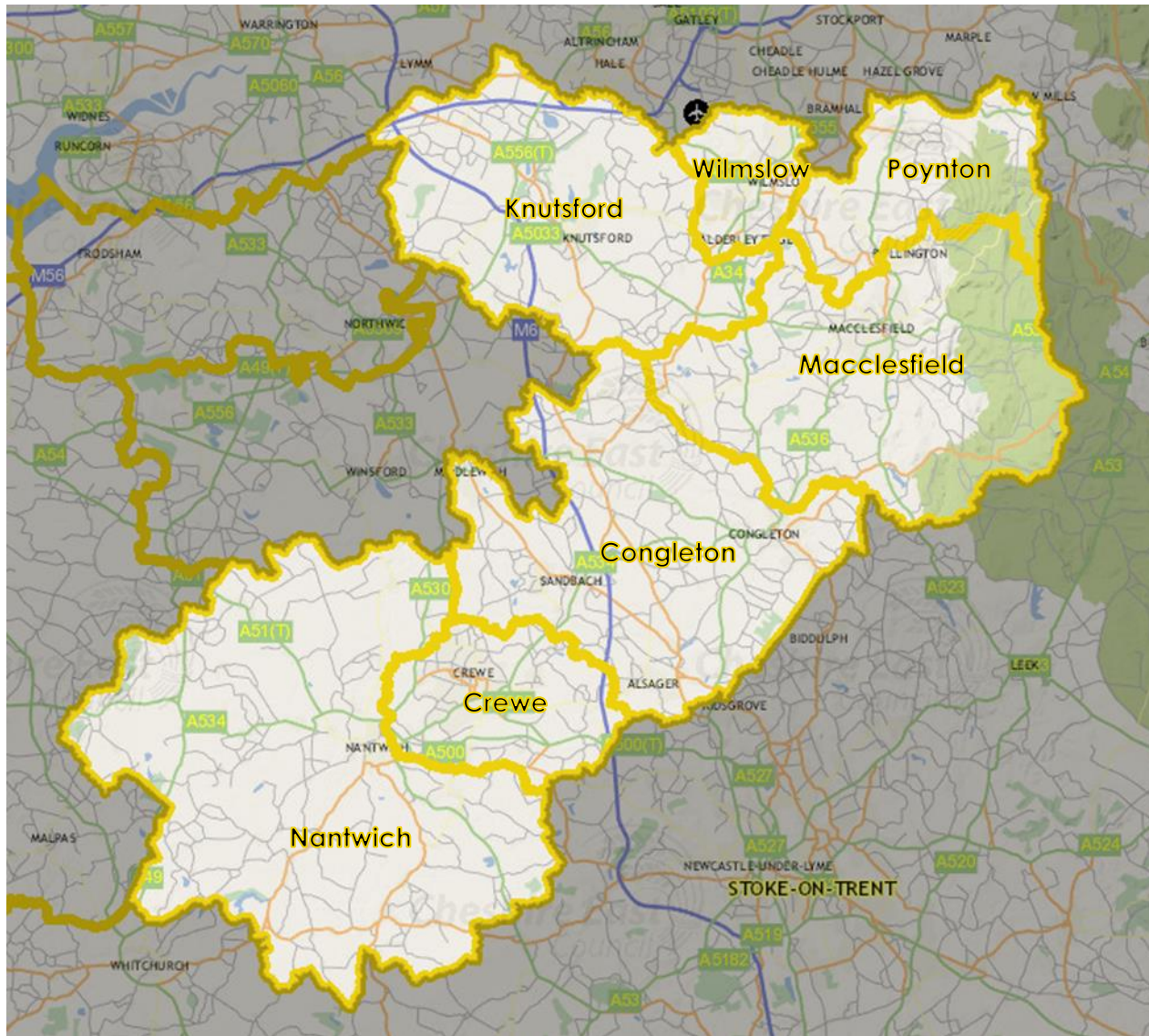
For the purpose of this analysis Cheshire East has been broken down into seven analysis areas. They are: Congleton, Crewe, Macclesfield, Knutsford, Nantwich,

Poynton and Wilmslow. They are the same as the borough's local area partnerships and are illustrated in Figure 2.1 overleaf.

The final three questions identified in 'Stage A / Step 1 – Prepare and Tailor the Approach' and illustrated below are covered in the following section Strategic Context & Local Profile.

- 1) What is the strategic context and how does the Playing Pitch Strategy link to other strategies?**
- 2) What is the sport participation profile in Cheshire East?**
- 3) How will the population of Cheshire East change up to 2030?**

Figure 2.1 – Map of analysis areas



3. Strategic Context & Local Profile

Introduction

This section is broken down into three distinct areas. Firstly it examines a number of key national, regional and local policies that will have an important influence on the strategy. Secondly it will provide a local and national analysis of sport and physical activity participation data relating to pitch sports. Thirdly it provides an overview of the current and future demographics of Cheshire East and the impact it has on pitch sports. This will then be elaborated upon in greater details in sections 4 to 9.

Strategic Context

National Level

Department for Communities and Local Government - National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how they are to be applied. It provides a framework for distinct local and neighbourhood plans, to reflect the needs and priorities of local communities. The key areas related to sport and physical activity are paragraphs 73 and 74.

Paragraph 73 recommends that:

'Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.'

Paragraph 74 states that:

'Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.'

Sport England – A Sporting Future for the Playing Fields of England

Sport England is a statutory consultee on all planning applications for development affecting playing field land. Since 1996 this has required local planning authorities on receipt of any relevant planning application to consult with Sport England prior to them making any decision whether or not to grant planning permission.

It is Sport England's policy to oppose any planning application which will result in the loss of playing field land unless it is satisfied that the application meets with one or more of five specific exceptions. As part of the process Sport England will consult with the relevant NGBs whose sports are covered by the planning application. The essence of these exceptions are incorporated within paragraph 74 of the NPPF.

Sport England – A Sporting Habit for Life (2012-2017)

In 2017, five years after the Olympic Games, Sport England aspires to transforming sport in England so that it is a habit for life for more people and a regular choice for the majority. The strategy will:

- See more people starting and keeping a sporting habit for life
- Create more opportunities for young people
- Nurture and develop talent
- Provide the right facilities in the right places
- Support local authorities and unlock local funding
- Ensure real opportunities for communities

The focus on improving and increasing the usage of existing education based facilities is emphasised within the outcomes listed as:

- Every one of the 4,000 secondary school in England will be offered a community sport club on its site with a link to its NGB and a local club.
- All secondary schools will be supported to open their sports facilities for local community usage.
- Over £100 million will be invested into sports facilities through *People Places Play*.

National Governing Bodies

England and Wales Cricket Board – Champion Counties Strategic Plan (2014-2017)

The England and Wales Cricket Board (ECB) unveiled a new strategic plan in 2013 covering the period from 2014-2017. The plan is built on the following four pillars which were established in 2005 in *Building Partnerships* and continued in 2009s *Grounds to Play* strategies illustrating an ongoing theme in each document. They are:

- Energising people and partnerships through effective leadership and governance
- Building a Vibrant domestic game through operational excellence and delivering a competition structure with appointment to view
- Engaging participants through the maintenance of existing facilities, supporting club/school links, supporting volunteers and expanding women's and disabilities cricket
- Delivering Successful England teams and world class global events

The plan will look to take advantage of the groundwork undertaken in the previous plans with support of the established county board networks. A number of the targets will be relevant to the PPS, they are:

- Increase the subset of participation measured by Sport England's Active People Survey from 183,400 to 197,500.
- Expand the number of participants in women's and disabilities cricket by 10% by 2017.
- For each £1 provided in facility grants through the Sport England Whole Sport Plan grant programme ensure a multiplier of 3 with other funding partners.
- Provide an interest-free loan fund to community clubs of £10 million.
- Introduce a youth T20 competition engaging 500 teams by 2017.

There are links to the previous strategies *Grounds to Play* (2009) and *Building Partnerships* (2005) as it provided links and focus to the four pillars as follows:

- Enhance asset growth through continuing interest free loans to community clubs, expanding NatWest Cricket Force, seeking to support corporate or public sector cricket grounds under threat of closure through the England and Wales Cricket Trust, and seeking to expand partnerships for Indoor Cricket (*Grounds to Play*, 2009).
- The focus of this plan is on providing facilities to sustain participation levels rather than increasing participation (*Grounds to Play*, 2009).
- To further expand club/ school links and position a cricket club at the heart of a community, ECB will provide £1.5 million per annum capital improvement grants to local clubs that make their club facilities available to its local community and to local schools (*Grounds to Play*, 2009).
- Building participation by more than 20% per annum [as measured through ECB focus clubs and County Cricket Boards] (*Building Partnerships*, 2005).
- Developing women's cricket (*Building Partnerships*, 2005).
- Introducing grants and loans to clubs (*Building Partnerships*, 2005).

England Hockey – A Nation Where Hockey Matters (2013-2017)

England Hockey (EH) have produced a business strategy based around five key aims. They are:

- Grow our participation
- Deliver international success
- Increase our visibility
- Enhance our infrastructure
- Be a strong and respected governing body

Two of the areas with have a particular impact of the PPS. They are 'grow our participation' and 'enhance our infrastructure' and within the strategy they have illustrated how they will develop these areas. They will:

Grow our participation

- Grow the number of adults playing regularly in our club network.
- Grow the number of young people playing hockey in schools and clubs.
- Grow the numbers of adults and young people playing informal hockey.

Enhance our infrastructure

- Develop and implement strategies for clubs, facilities, volunteers and umpires.

England Hockey - The Right Pitches in the Right Places

EH released their facility guidance document intended to support organisations wishing to build, or protect playing pitches for hockey.

It acknowledges that following mass instillation of AGPs in the 1990s there is a need to renew these as they are coming towards the end of their usable life. It identifies that significant investment is required to safeguard hockey for the future especially with the rising popularity of 3G AGPs suitable for a number of sports but not competitive hockey.

There are approximately 1000 sand filled or dressed and 50 water based pitches in England and As of 2011 affiliated hockey clubs are utilising around two thirds of them. Usage amounts to a total of 7,000 hours for clubs and 2,000 hours for single system activities. 95% of the pitches used are owned by education establishments (80+%) and local authorities with only 5% being owned by clubs, this illustrates a reliance on community usage from these organisation. In addition in many place hockey isn't the primary user so is competing with other sports such as football, rugby and lacrosse.

The aim of EH is to increase participation but it understands that this isn't possible with the correct facility provision. EH will be looking to invest in, and endorse clubs and hockey providers who have a sound understanding and are delivering the following:

- Single System – clubs and providers which have a good understanding of the Single System and its principles and are appropriately places to support the delivery.
- Clubs First accreditation – clubs with the accreditation are recognised as producing a safe effective and child friendly hockey environment
- Sustainability – hockey providers and clubs will have an approved development plan in place showing their commitment to developing hockey, retaining members and providing an insight into longer term goals. They will also need to have secured appropriate tenure.

English Lacrosse – The Future for the Lacrosse Community (2012-2022)

English Lacrosse launched its 10 year strategy in 2012 with the vision of developing lacrosse as a major team sport in England. To achieve this it identified three key priorities, two of which could affect participation levels. They are:

- More people participating more often
- [Achieve a] higher profile [for lacrosse]

The key outcomes relating to participation and therefore pitch provision are:

- Increased participation.
- Raising the profile and general awareness of lacrosse.
- Greater access to appropriate facilities.

They will look to achieve this by:

- Providing a range of playing opportunities and programmes which are attractive to a wide range of people.
- Continuing to extend the robust and wide ranging community club network working to develop new players.
- Extending the school, college and university network to develop new players
- Developing a robust and extensive recreational playing network.
- Developing the ability to resource the growth of the game through effective deployment of volunteers supported by staff.
- Developing commercial and governmental partnerships.
- Developing a network of well-managed, forward thinking clubs capable of contributing to the growth and success of Lacrosse.
- Improving the competitive structure providing easy access to appropriate opportunities for players of all levels.
- Developing a national facilities strategy.

Football Association – National Game Strategy for Participation & Development (2015-2019)

The FA's National Game Strategy that sets out the priority areas and targets for the 'National Game'. The areas included are:

- Participation
- Player development
- Better training and playing facilities
- Football workforce

Two of the areas with have a particular impact of the PPS. They are 'participation' and 'playing facilities' and the priorities listed in the National Game Strategy are:

Participation: More players playing football more often.

- Boost female youth participation by 11%.
- Retain and support the existing 119,000 affiliated male, female and disability teams.
- Increase over 16s playing every week by over 200,000 by offering a variety of formats available.
- Innovative programmes and grants to provide a range of playing opportunities in education, clubs, leagues and other community settings.

Facilities: £48M of FA investment in new and improved facilities through the Football Foundation.

- Create 100 new football turf pitches and improve 2,000 grass pitches.
- Invest in and roll out a new sustainable model for grassroots facilities in 30 cities through football hubs owned and operated by local communities.
- Ensure half of mini-soccer and youth matches are played on high quality artificial grass pitches.

Football Association – National Facilities Strategy (2013-2015) [new strategy currently in development]

The purpose of the FA National Facilities Strategy is to set out The Football Association's long term vision for the development of facilities to support the 'National Game'.

A couple of major issues raised in the document are that the FA believes that 80% of football is played on publicly owned and managed facilities and 84% of the respondents to the survey raised their most pressing issue as 'poor facilities'.

The FA has a focused vision for the future of facilities in England; to build, protect and enhance sustainable football facilities to improve the experience of the nation's favourite game. It aims to do this by:

- Building - Provide new facilities and pitches in key locations to FA standards in order to sustain existing participation and support new participation.
- Protecting - Ensure that playing pitches and facilities are protected for the benefit of current and future participants.
- Enhancing - Invest in existing facilities and pitches, ensuring that participation in the game is sustained as well as expanded.

To achieve this the FA will:

- Across the strategy period via the Football Foundation will invest in excess of £150 million into facility improvements in line with identified priorities, they are:
 - natural grass pitches improved – target: 3000.
 - a network of new Artificial Grass Pitches built – target: 100.
 - a network of refurbished Artificial Grass Pitches – target: 150.
 - on selected sites, new and improved changing facilities and toilets.
 - continue a small grants programmes designed to address modest facility needs of clubs.
 - ongoing support with the purchase and replacement of goalposts.
- Direct other sources of investment into FA facility priorities.
- Communicate priorities for investment across the grassroots game on a regular basis.
- Work closely with Sport England, the Premier League and other partners to ensure that investment is co-ordinated and targeted.

Rugby Football League – Community Rugby League Facility Strategy (2011-2015) [still being applied]

The RFL appreciates that facilities are one of the key components in the development of sport at all levels. They attract players of all ages and levels into a sport and contribute towards retaining participants and maintaining satisfaction levels. The purpose of this Strategy is:

- Provide evidence of the current facility provision and its quality and standards.
- Provide clear guidance on how, and the work required, to set appropriate quality standards and explain how those standards can be reached and maintained.

- Identify trends and demonstrate 'gaps' in both particular types of provision and in their geographic spread.
- Highlight those gaps to the Rugby Football League and its external partners.
- Act as a tool to work with external partners to address the gaps in provision and build strategic partnerships at national, regional and local level.
- Provide a framework and criteria for identifying future priorities for investment and the effective and efficient distribution of the capital element of the funding made available by Sport England to the RFL.

The key themes, not in a priority order as all merit a priority, are:

- Security of Tenure
- Club Management
- Playing Surfaces and Floodlighting
- Site and Clubhouse Improvement
- Access to other Facilities:
- Natural Grass; Artificial Turf; Indoor Facilities
- Primary and Secondary Schools, Higher and Further Education
- Performance
- Informal Rugby League
- Rugby Football League Management of Facilities

The recommendations outlined in the strategy suggest a change of direction for the RFL and partner investment in the development and improvement of facilities for the sport over the next 10 years. They are:

- Playing surfaces – improvement and maintenance
- Clubhouse improvement
- Security of tenure and quality facilities
- Wider access to places to play

The RFL are invested over £7 million into these priority areas.

Rugby Football Union – Seizing the Opportunity, RFU Strategic Plan (2012/13-2016/17)

The RFU believe that rugby enhances lives and clubs should be at the heart of communities. During the strategy period the Rugby World Cup will be hosted in England which the RFU will have a positive effect on rugby participation. The main area of the strategy that will affect the PPS is 'Rugby for Everyone' strand which is one of five priority areas. Their key aim within this is to:

- Increase the number of regular adult rugby participants from 190,000 to 215,000 by 2017.

The RFU plan to achieve this by:

- Retaining and developing existing XV a side players particularly in the 14 to 24 age group and to keep them enthused and involved through creating more opportunities to play and ensuring appropriate competition.
- Expanding and developing all formats of the game to recruit more boys and girls, men and women in clubs, schools, colleges and universities.
- Ensuring they have the right people to offer quality experiences by retaining, recruiting and developing high quality officials and volunteers.

- Promoting and supporting a safe rugby club environment to appeal to sports enthusiasts and supporting good club management, governance and investment in facilities.
- Enhancing the role and profile of rugby clubs in their local communities so that more people enjoy playing and being part of rugby union.

The key measures of success will be:

- Investing a minimum of £27 million of both direct and indirect investment in grassroots rugby.
- Increasing the number of over 16s playing regular XV a side rugby by 10% by 2017.
- Increasing the number of O2 Touch centres to 300, catering for 15,000 players by 2017.

Rugby Football Union – The National Facilities Strategy for Rugby Union in England (2013-2017)

The RFU National Facility Strategy helps to provide a framework for the RFU to establish and manage a network high quality and accessible facilities across England. The strategy is designed to:

- Recognise the role of facility development in the delivery of community rugby's core purpose and key drivers.
- Provide evidence-based conclusions on the current key facility issues affecting the sustainability and growth of rugby union in England.
- Set out priority areas for future investment.
- Outline a facility planning model to enable the delivery of this strategy at a local level.
- Highlight other key factors in the delivery of high quality facilities.
- Outline the need for and role of associated Investment Strategies in the delivery of this facility strategy.

The RFU National Facilities Strategy sets out the broad facility needs of the game and identifies investment priorities in order to:

- Create a platform for growth in club rugby participation and membership, especially with a view to exploiting the opportunities afforded by RWC 2015.
- Ensure the effectiveness and efficiency of rugby clubs, through supporting not only their playing activity but also their capacity to generate revenue through a diverse range of activities and partnerships.

The priorities for investment which have met the needs of the game for the previous period remain valid:

- Increase the provision of integrated changing facilities that are child- friendly and can sustain concurrent male and female activity at the club.
- Improve the quality and quantity of natural turf pitches (this includes support for enhanced pitch maintenance programmes).
- Improve the quality and quantity of floodlighting
- Increase the provision of artificial grass pitches that deliver wider game development outcomes

It is also a high priority for the RFU to target investment in:

- Social, community and catering facilities, which can support diversification and the generation of additional revenues
- Facility upgrades, which result in an increase in energy-efficiency, in order to reduce the running costs of clubs
- Pitch furniture, including quality rugby posts and pads

Local Level

Cheshire East Council – Three Year Plan, 2013-16

The Cheshire East Council Three Year Plan outlines its purpose as aiming 'to serve the people of Cheshire East through' three areas, they are:

- Fulfilling our community leadership role well
- Ensuring quality and value in public services
- Safeguarding the most vulnerable in society

Subsequently this is split into six outcomes, they are:

- Our local communities are strong and supportive
- Cheshire East has a strong and resilient economy
- People have the life skills and education they need to thrive
- Cheshire East is a green and sustainable place
- People live well and for longer
- Cheshire East is a good place to live and work

Cheshire East Council – Local Plan (Public Consultation Version, 2016)

The Local Plan sets planning policies and allocates sites for development. It is the Statutory Development Plan for Cheshire East and is the basis for deciding planning applications.

The area of the Cheshire East Local Plan which particularly relates to playing pitches and leisure and recreation facilities are Policies SC1 (Leisure and Recreation) and SC2 (Outdoor Sports Facilities) which are quoted below.

Policy SC1 – Leisure and Recreation

In order to provide appropriate leisure and recreational facilities for the communities of Cheshire East, the Council will:

1. Seek to protect and enhance existing leisure and recreation facilities, unless they are proven to be surplus to requirements or unless improved alternative provision, of similar or better quality, is to be made.
2. Support and promote the provision of better leisure, community and recreation facilities, where there is a need for such facilities, the proposed facilities are of a type and scale appropriate to the size of the settlement, are accessible and support the objectives of the Local Plan Strategy. The Council will:
 - i. Encourage facilities that serve the Borough as a whole, and facilities that attract large numbers of people, to be located, where possible, within or adjoining Crewe or Macclesfield town centres;
 - ii. Require facilities serving Key Service Centres to be located in or adjacent to their town centre or highly accessible locations;

- iii. Require facilities intended to serve the everyday needs of a community or neighbourhood to be in or adjacent to the centres of Local Service Centres or other settlements; and
 - iv. Encourage the development of shared service centres that combine public services, health and community functions in modern accessible buildings.
3. Support proposals for facilities that would not be appropriate to be located in or adjacent to centres, provided they are highly accessible by a choice of transport, do not harm the character, amenity, or biodiversity value of the area, and satisfy the following criteria:
 - i. The proposal is a facility that:
 - a. supports a business use;
 - b. is appropriate in an employment area; or
 - c. supports an outdoor sports facility, education or related community / visitor facility; or
 - d. supports the visitor economy and is based on local cultural or existing visitor attractions.
 4. Work with agencies, services and businesses responsible for providing facilities to make sure that the needs and demands of communities are met.
 5. Make sure that appropriate developments contribute, through land assembly and financial contributions, to new or improved facilities where development will increase demand and / or there is a recognised shortage of local leisure, community and recreation facilities (further detail can be found in Policy SE6).

Policy SC2 – Indoor and Outdoor Sports Facilities

In order to provide appropriate indoor and outdoor sports facilities for the communities of Cheshire East, the Council will:

1. Protect existing indoor and outdoor sports facilities, unless:

Either:

 - i. They are proven to be surplus to need (as identified in an adopted and up to date needs assessment); or
 - ii. Improved alternative provision (a full quantity and quality replacement to accord with paragraph 74 of the NPPF and Sport England policy) will be created in a location well related to the functional requirements of the relocated use and its existing and future users.

And in all cases:

 - i. The proposal would not result in the loss of an area important for its amenity or contribution to the character of the area in general; and
2. Support new indoor and outdoor sports facilities where
 - i. They are readily accessible by public transport, walking and cycling; and
 - ii. The proposed facilities are of a type and scale appropriate to the size of the settlement; and
 - iii. Where they are listed in an action plan in any emerging or subsequently adopted Playing Pitch Strategy or Indoor Sports Strategy, subject to the criteria in the policy.

3. Make sure that major residential developments contribute, through land assembly and financial contributions, to new or improved sports facilities where development will increase demand and/or there is a recognised shortage.

Participation in Sport and Physical Activity

An understanding of the overall population in Cheshire East and participation rates in sport and physical activity will support the analysis for cricket, football, hockey, lacrosse, rugby league and rugby union in the following sections. It will provide a theoretical understanding of current, latent and potential future demand therefore providing context playing pitch provision.

The summary of participation in sport and physical activity is drawn from the findings of the Sport England Active People surveys (APS) and Sport England Market Segmentation. The population estimates and predictions were compiled by the Cheshire East Council Research and Consultation team using population forecasts and population estimates from the Office for National Statistics.

Adult Participation in Sport and Physical Activity in Cheshire East

The APS measures the number of adults taking part in sport across England. The APS is the largest survey of its kind undertaken with 165,000 adults (age 14 and over) interviewed each year. The size of the survey means results can be published for a large number of different sporting activities and for every local authority area (500 participants per local authority area per year) in England and is used to measure the impact of Sport England and its key partners.

Activity levels in the local population have been consistently higher than the regional and national averages except in APS5 (2010/11) and APS8 (2013/14) where the participation figures have dropped by 4% and 5% for the respective APS periods for 1x30 per week. In the case of APS5 it returned to the level of APS4 in APS6, as APS8 is the most recent survey this cannot be seen whether this is the case. Similarly for 3x30 per week Cheshire East had been higher than the regional and national averages until APS7 which dropped by 5% however this recovered in APS8. Figures within the region and nationally have stayed fairly stable throughout the period.

When comparing to the geographically similar authorities only Bath & North East Somerset have seen a significant participation increase in both 1x30 and 3x30 per week. Both Cheshire West & Chester and Wiltshire have stayed fairly similar in both measures whilst Solihull is similar to Cheshire East with slight growth in 1x30 per week until a drop in APS8 which is mirrored in 3x30 per week.

The 'Nearest Neighbour' model used by Sport England was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to aid local authorities in comparative and benchmarking exercises. It is widely used across both central and local government. The model uses a number of variables to calculate statistical similarity between local authorities. Examples of these variables include population, unemployment rates, tax base per head of population, council tax bands and mortality ratios.

The full results are found in table 3.1 overleaf.

Table 3.1 - 16+ participation in 30 minutes of moderate intensity sport one and three or more times per week

KPI		Cheshire East	North West	England	Nearest Neighbours			
					Bath & NE Somerset	Cheshire West & Chester	Solihull	Wiltshire
		%						
1x30 – 16+ participation in 30 minutes of moderate intensity sport per week	07/08	38.8	36.0	36.2	39.3	39.1	38.9	37.8
	08/09	38.8	36.3	36.1	43.2	40.5	33.3	37.5
	09/10	39.8	36.0	35.8	42.0	37.9	37.2	38.7
	10/11	35.3	35.5	35.2	41.6	39.3	36.9	36.6
	11/12	39.0	36.5	36.5	41.5	41.7	36.8	37.5
	12/13	39.5	36.1	36.2	45.6	37.3	42.8	33.4
	13/14	34.4	35.9	35.8	43.7	39.6	34.6	37.7
3x30 – 16+ participation in 30 minutes of moderate intensity sport 3 or more times per week	07/08	19.6	17.1	16.7	15.2	20.0	15.3	18.3
	08/09	17.8	17.3	16.8	21.6	21.4	12.1	16.5
	09/10	20.0	18.0	16.8	17.5	18.6	17.6	18.5
	10/11	17.1	17.3	16.6	20.7	19.9	17.5	16.6
	11/12	19.9	18.1	17.6	19.0	18.3	20.5	16.3
	12/13	14.9	18.1	17.8	19.6	18.4	20.1	17.2
	13/14	19.5	17.9	17.6	22.6	18.3	17.2	19.7

Source: Sport England, Active People Interactive

The APS also measures whether participants have participated in more, the same or less sport and / or recreational physical activity than last year.

In Cheshire East there have been a steady increase with more people participating in more sport and / or recreational physical activity and a greater decrease in the amount of people participating in less sport and / or recreational physical activity. This trend is not reflected at regional and national level as the levels have stayed the same in all areas.

For the geographical similar areas Bath & North East Somerset have seen more people participating in more sport and / or recreational physical activity whilst Cheshire West & Chester and Solihull have seen more people participating in less sport and / or recreational physical activity. In Wiltshire it had grown initially then dropped below the original level.

This is illustrated in table 3.2 overleaf.

Table 3.2 - ages 16+ participating more, the same or less sport and / or recreational physical activity than last year

KPI		Cheshire East	North West	England	Nearest Neighbours			
					Bath & NE Somerset	Cheshire West & Chester	Solihull	Wiltshire
					%			
ages 16+ participating more in sport than last year	08/09	20.1	24.8	23.1	*	26.3	*	18.4
	09/10	18.8	23.3	22.1	*	26.3	*	22.1
	10/11	17.0	22.0	21.8	28.0	21.7	25.2	25.2
	11/12	21.1	23.4	23.6	24.1	24.8	24.1	21.3
	12/13	24.6	24.0	23.5	28.2	26.2	26.2	12.0
	13/14	26.7	23.7	23.8	33.0	16.2	20.9	*
ages 16+ participating the same in sport than last year	08/09	50.6	49.0	50.4	44.8	56.3	54.6	54.1
	09/10	59.9	51.6	51.1	42.7	51.5	47.4	54.5
	10/11	61.9	53.8	52.9	48.9	60.1	52.2	57.4
	11/12	51.4	50.8	51.1	50.8	52.9	54.0	52.0
	12/13	49.1	49.7	50.2	45.9	47.6	56.0	54.3
	13/14	54.9	51.2	50.7	39.6	54.9	53.0	49.4
ages 16+ participating less in sport than last year	08/09	29.3	26.3	26.5	*	17.4	26.2	27.5
	09/10	21.3	25.1	26.8	29.4	22.2	30.5	23.5
	10/11	21.1	24.3	25.3	23.2	18.1	22.6	17.5
	11/12	27.5	25.8	25.3	25.2	22.3	21.8	26.7
	12/13	26.3	26.3	26.3	25.9	26.2	17.9	33.7
	13/14	18.4	25.1	25.6	27.3	28.9	26.1	31.4

Source: Sport England, Active People Interactive

Participation in organised sport in Cheshire East has stayed fairly even with a slight decrease recently. However when analysing the individual sections sports club membership and been in receipt of tuition or coaching have both dropped by over 10% each since 2007/08 whilst having taken part in an organised competition has stayed the same. This illustrates that less people are being coached and are members of sports clubs however they are still competing.

In comparison the regional and national figures for participation in organised sport has decreased by 5% and 4% respectively since 2007/08. Similarly to Cheshire East the regional and national figures for sports club membership and been in receipt of tuition or coaching have both dropped by over 10% each since 2007/08 with having taken part in an organised competition staying the same.

Participation in organised sport covers membership of a sports club in the last 28 days, having received tuition or coaching in the last 12 months and / or having taken part in an organised competition in the last 12 months.

This is illustrated in table 3.3 overleaf.

Table 3.3 - Participation in organised sport in Cheshire East

KPI		Cheshire East	North West	England	Nearest Neighbours			
					Bath & NE Somerset	Cheshire West & Chester	Solihull	Wiltshire
					%			
Taken part in any organised sport <i>any of the definitions below</i>	07/08	40.7	35.9	37.0	39.2	40.0	41.5	39.5
	08/09	41.5	36.0	37.0	41.5	40.6	39.2	40.6
	09/10	41.7	35.2	36.1	42.7	40.7	37.2	36.6
	10/11	41.0	35.3	36.3	42.1	40.3	42.9	40.5
	11/12	40.1	34.8	35.5	43.4	37.1	44.9	39.3
	12/13	36.9	33.4	35.4	43.4	37.3	39.7	36.4
	13/14	38.4	30.7	33.4	46.6	26.1	43.7	34.7
Has been a member of a sports club in the last 28 days	07/08	32.6	32.9	33.9	46.2	34.9	29.2	34.3
	08/09	29.6	24.9	25.1	26.8	28.3	29.6	24.2
	09/10	30.6	24.2	24.7	27.3	28.5	27.3	25.2
	10/11	30.1	24.2	24.1	29.1	28.1	26.2	21.3
	11/12	28.3	23.6	23.9	25.8	28.8	29.4	26.5
	12/13	26.5	23.1	23.3	27.0	28.2	30.9	26.3
	13/14	22.2	21.7	22.8	29.5	25.9	27.0	24.0
Has received tuition or coaching in the last 12 months	07/08	28.1	21.4	21.5	30.9	19.3	29.6	15.4
	08/09	23.0	21.6	21.6	23.7	24.6	19.0	19.8
	09/10	18.7	16.4	18.0	19.1	19.0	19.3	21.9
	10/11	19.8	16.5	18.1	21.0	20.2	17.9	21.0
	11/12	19.2	15.9	17.5	24.6	19.4	15.1	18.7
	12/13	19.0	15.9	17.5	22.9	19.0	20.7	20.8
	13/14	17.9	14.9	16.2	23.1	15.9	20.5	16.0
Has taken part in an organised competition in the last 12 months	07/08	18.4	15.0	16.8	23.6	19.7	22.4	17.0
	08/09	16.8	13.8	16.1	27.1	10.6	21.6	22.5
	09/10	11.7	14.6	16.4	24.9	16.3	11.2	13.4
	10/11	17.5	14.5	15.0	17.6	17.7	18.1	17.9
	11/12	17.1	14.5	14.6	17.2	19.1	13.4	18.6
	12/13	18.5	14.2	14.4	20.6	17.2	11.4	15.6
	13/14	19.0	14.5	14.4	18.7	19.6	14.6	17.2

Source: Sport England, Active People Interactive

National Sports Participation Trends

Nationally there is a decrease in participation in all sports included in playing pitch strategy between 2007 and 2014. The statistics are significant enough in cricket, football, hockey and rugby league to be classified as a decrease however rugby union is classified as no change. Lacrosse does not have a high enough number of participants to be measured through the Active People Survey. The findings are illustrated in table 3.4 overleaf.

Table 3.4 - National Participation in PPS Sports

Year	Cricket		Football		Hockey		Rugby League		Rugby Union	
	No. (000s)	%	No. (000s)	%	No. (000s)	%	No. (000s)	%	No. (000s)	%
07/08	2,048	0.49%	21,447	5.18%	998	0.24%	737	0.18%	1,856	0.46%
08/09	2,066	0.49%	21,227	5.08%	957	0.23%	820	0.20%	2,303	0.56%
09/10	1,719	0.41%	20,900	4.96%	868	0.21%	630	0.15%	2,075	0.50%
10/11	2,155	0.51%	21,170	4.98%	792	0.19%	523	0.12%	1,942	0.46%
11/12	1,834	0.43%	21,268	4.94%	1,092	0.25%	510	0.12%	1,789	0.42%
12/13	1,483	0.34%	18,391	4.25%	869	0.20%	511	0.12%	1,830	0.42%
13/14	1,672	0.39%	18,974	4.40%	855	0.20%	535	0.12%	1,599	0.38%
Trend	Decrease		Decrease		Decrease		Decrease		No Change	

Source: Sport England, Active People Interactive

Sport England Market Segmentation

Sport England Market Segmentation is made up of 19 'sport and leisure' segments to break down the adult population. The segments help to understand the attitudes, behaviours, motivations and perceived barriers to sports participation. Based on an Experian model, the segmentation tools aim to help develop tailored interventions, communicate more effectively with target markets and to better understand participation in the context of different stages of life.

No other segmentation data has used Active People, Taking Part and Sports Satisfaction survey's as inputs to their segmentation therefore other products are not able to offer the same level of detail when segmenting a population based on sport participation. An overview of each segment is given in table 3.5 below.

Table 3.5 - Sport England market segmentation summaries

Name	Title	Description	Top three participation sports nationally
Ben	Competitive Male Urbanites	Male (aged 18-25), recent graduates, with a 'work-hard, play-hard' attitude. Most sporty of 19 segments.	Football (33%) Keep fit/gym (24%) Cycling (18%)
Jamie	Sports Team Drinkers	Young blokes (aged 18-25) enjoying football, pints and pool.	Football (28%) Keep fit/gym (22%) Athletics (12%)
Chloe	Fitness Class Friends	Young (aged 18-25) image-conscious females keeping fit and trim.	Keep fit/gym (28%) Swimming (24%) Athletics (14%)
Leanne	Supportive Singles	Young (aged 18-25) busy mums and their supportive college mates. Least active segment of her age group.	Keep fit/gym (23%) Swimming (18%) Athletics (9%)
Helena	Career Focused Females	Single professional women, enjoying life in the fast lane (aged 26-45).	Keep fit/gym (26%) Swimming (23%) Cycling (11%)
Tim	Settling Down Males	Sporty male professionals (aged 26-45), buying a house and settling down with partner.	Cycling (21%) Keep fit/gym (20%) Swimming (15%)
Alison	Stay at Home Mums	Mums with a comfortable, but busy, lifestyle (aged 36-45).	Keep fit/gym (27%) Swimming (25%) Cycling (12%)

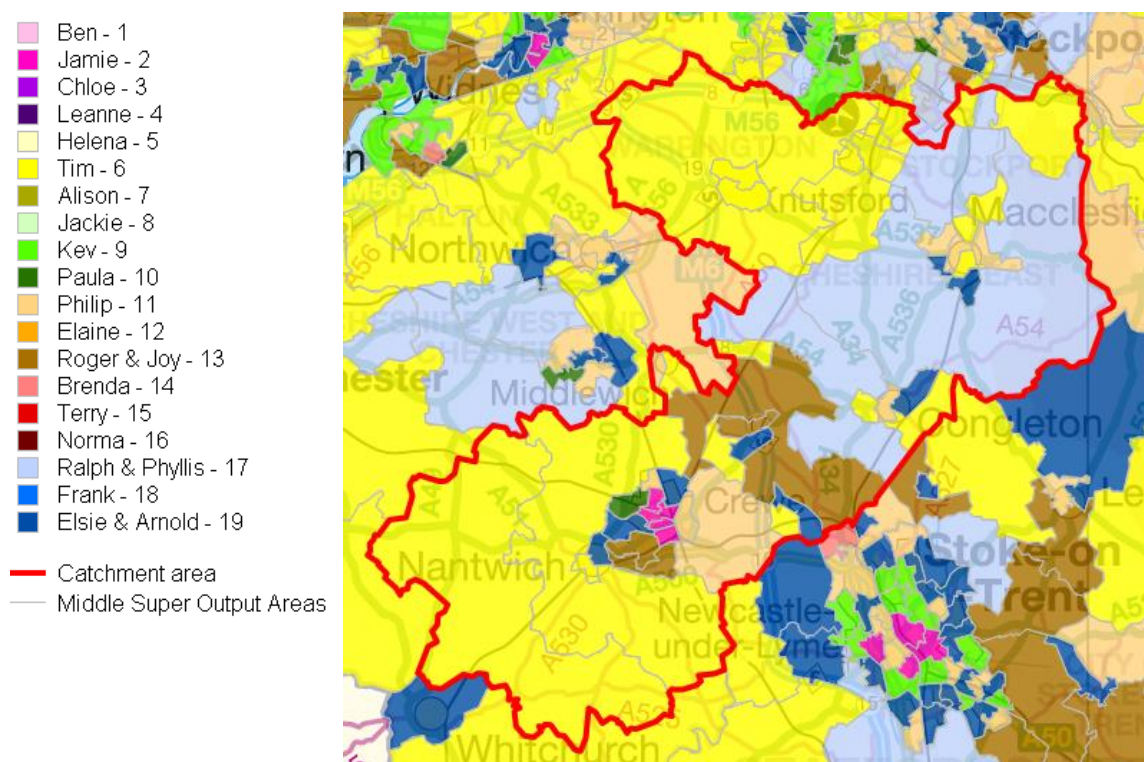
Name	Title	Description	Top three participation sports nationally
Jackie	Middle England Mums	Mums (aged 36-45) juggling work, family and finance.	Keep fit/gym (27%) Swimming (20%) Cycling (9%)
Kev	Pub League Team Mates	Blokes (aged 36-45) who enjoy pub league games and watching live sport.	Keep fit/gym (14%) Football (12%) Cycling (11%)
Paula	Stretched Single Mums	Single mum (aged 26-45) with financial pressures, childcare issues and little time for pleasure.	Keep fit/gym (18%) Swimming (17%) Cycling (5%)
Philip	Comfortable Mid-Life Males	Mid-life professional (aged 46-55), sporty males with older children and more time for themselves.	Cycling (16%) Keep fit/gym (15%) Swimming (12%)
Elaine	Empty Nest Career Ladies	Mid-life professionals who have more time for themselves since their children left home (aged 46-55).	Keep fit/gym (21%) Swimming (18%) Cycling (7%)
Roger & Joy	Early Retirement Couples	Free-time couples nearing the end of their careers (aged 56-65).	Keep fit/gym (13%) Swimming (13%) Cycling (8%)
Brenda	Older Working Women	Middle aged ladies (aged 46-65), working to make ends meet.	Keep fit/gym (15%) Swimming (13%) Cycling (4%)
Terry	Local 'Old Boys'	Generally inactive older men (aged 56-65), low income and little provision for retirement.	Keep fit/gym (8%) Swimming (6%) Cycling (5%)
Norma	Later Life Ladies	Older ladies (aged 56-65), recently retired, with a basic income to enjoy their lifestyles.	Keep fit/gym (12%) Swimming (10%) Cycling (2%)
Ralph & Phyllis	Comfortable Retired Couples	Retired couples (aged 66+), enjoying active and comfortable lifestyles.	Keep fit/gym (10%) Swimming (9%) Golf (7%)
Frank	Twilight Year Gents	Retired men (aged 66+) with some pension provision and limited sporting opportunities.	Golf (7%) Keep fit/gym (6%) Bowls (6%)
Elsie & Arnold	Retirement Home Singles	Retired singles or widowers (aged 66+), predominantly female, living in sheltered accommodation.	Keep fit/gym (10%) Swimming (7%) Bowls (3%)

The dominant segments in Cheshire East are:

Tim: 'Settling Down Males' accounts for 11.8% / 33,794 of the population [illustrated in yellow]. This is significantly higher than the national and regional average. The most popular activities are cycling, keep fit / gym and swimming. Therefore programmes targeting 'Tims' would benefit the most people.

Philip: 'Comfortable Mid-Life Males' accounts for 10.4% / 29,792 of the population [illustrated in light orange]. This is slightly higher than the national and regional average. The most popular activities are cycling, keep fit / gym and swimming.

This is illustrated in figure 3.1 and table 3.6 overleaf.

Figure 3.1 - Sport England Dominant Market Segment**Table 3.6 - Sport England Market Segments Breakdown**

Market Segment	Cheshire East	Cheshire & Warr.	North West	England	Cheshire East	Cheshire & Warr.	North West	England
	Population				%			
Ben	17,098	37,421	216,861	1,989,287	6	5.4	4	4.9
Jamie	8,723	23,901	301,632	2,162,891	3	3.4	5.6	5.4
Chloe	17,956	37,378	186,558	1,896,625	6.3	5.4	3.5	4.7
Leanne	7,061	20,553	243,937	1,711,607	2.5	2.9	4.5	4.3
Helena	16,918	38,200	232,745	1,829,866	5.9	5.5	4.3	4.5
Tim	33,794	74,530	389,041	3,554,150	11.8	10.7	7.2	8.8
Alison	15,663	35,205	175,194	1,766,560	5.5	5	3.2	4.4
Jackie	12,820	33,869	285,054	1,965,002	4.5	4.9	5.3	4.9
Kev	8,665	26,970	366,588	2,386,568	3	3.9	6.8	5.9
Paula	4,439	15,296	207,156	1,507,276	1.6	2.2	3.8	3.7
Philip	29,792	71,404	467,454	3,480,166	10.4	10.2	8.7	8.6
Elaine	22,581	52,308	327,824	2,444,113	7.9	7.5	6.1	6.1
Roger & Joy	22,464	53,171	350,619	2,723,835	7.9	7.6	6.5	6.8
Brenda	8,037	25,328	337,150	1,976,776	2.8	3.6	6.3	4.9
Terry	5,851	18,612	248,458	1,484,513	2	2.7	4.6	3.7
Norma	3,216	9,877	135,027	854,962	1.1	1.4	2.5	2.1
Ralph & Phyllis	20,557	41,789	174,742	1,700,496	7.2	6	3.2	4.2
Frank	10,658	28,930	248,748	1,612,960	3.7	4.1	4.6	4
Elsie & Arnold	19,858	53,214	497,314	3,206,387	6.9	7.6	9.2	8
Total	286,151	697,956	5,392,102	40,254,040	100	100	99.9	99.9

What does it mean for pitch sports?

It is also possible to analyse nationally which of the segments are currently participating and those that would like to play (latent demand).

Ben and Tim are most likely to be participating in all of the sports followed by Philip and Jamie with Chloe second highest in hockey.

Latent demand refers to those that identified they 'would like to play more sport' and the specific activity they suggested they would like to do, only one can be selected per person.

Tim and Ben are most likely to want to participate in all of the sports except for hockey where Ben is not in the top five. The female segments would like to participate in hockey with Chloe, Helena, Alison and Jackie all featuring in the top five segments.

Lacrosse is not included in the analysis as the participation rate is not large enough to be analysed accurately through the Active People Survey.

All findings are illustrated in tables 3.7 and 3.8 below.

Table 3.7 - Current Demand Top 5 Segments

Sport	Rank				
	1 st	2 nd	3 rd	4 th	5 th
Cricket	Tim	Ben	Philip	Jamie	Kev
Football	Ben	Tim	Philip	Jamie	Kev
Hockey	Ben	Chloe	Tim	Philip	Helena
Rugby League	Ben	Tim	Jamie	Philip	Chloe
Rugby Union	Ben	Tim	Jamie	Philip	Chloe

Table 3.8 - Latent Demand Top 5 Segments

Sport	Rank				
	1 st	2 nd	3 rd	4 th	5 th
Cricket	Tim	Philip	Ben	Jamie	Kev
Football	Ben	Tim	Philip	Jamie	Kev
Hockey	Chloe	Tim	Helena	Alison	Jackie
Rugby League	Ben	Tim	Jamie	Philip	Kev
Rugby Union	Ben	Tim	Philip	Jamie	Kev

Table 3.9 overleaf illustrates the data to support the findings suggested above.

Table 3.9 - Current and Latent Demand for each segment

Segment	Current Demand (Currently Play)										Latent Demand (Would like to Play)									
	Cricket		Football		Hockey		Rugby League		Rugby Union		Cricket		Football		Hockey		Rugby League		Rugby Union	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Ben	643	23.3	5702	29.8	200	19	525	40.5	1653	37.7	226	15.5	1020	27.6	39	6.7	141	32.4	351	33.1
Jamie	242	8.8	2446	12.8	37	3.5	200	15.4	529	12.1	163	11.2	475	12.9	31	5.3	73	16.8	115	10.8
Chloe	69	2.5	395	2.1	199	18.9	46	3.6	115	2.6	13	0.9	91	2.5	91	15.6	7	1.6	33	3.1
Leanne	33	1.2	254	1.3	30	2.8	36	2.8	52	1.2	6	0.4	59	1.6	33	5.7	6	1.4	6	0.6
Helena	47	1.7	191	1	66	6.3	19	1.5	22	0.5	13	0.9	29	0.8	57	9.8	4	0.9	4	0.4
Tim	808	29.3	5022	26.2	173	16.4	252	19.5	1316	30	404	27.8	878	23.8	60	10.3	84	19.3	250	23.6
Alison	44	1.6	181	0.9	60	5.7	12	0.9	30	0.7	0	0	19	0.5	55	9.4	10	2.3	5	0.5
Jackie	46	1.7	177	0.9	41	3.9	11	0.8	25	0.6	0	0	25	0.7	44	7.5	4	0.9	0	0
Kev	101	3.7	1049	5.5	19	1.8	47	3.6	106	2.4	116	8	238	6.4	9	1.5	15	3.4	49	4.6
Paula	10	0.4	122	0.6	5	0.5	10	0.8	5	0.1	10	0.7	13	0.4	13	2.2	4	0.9	0	0
Philip	486	17.6	2739	14.3	118	11.2	107	8.3	437	10	247	17	493	13.4	39	6.7	44	10.1	139	13.1
Elaine	29	1	91	0.5	36	3.4	0	0	15	0.3	4	0.3	19	0.5	37	6.3	7	1.6	10	0.9
Roger & Joy	89	3.2	247	1.3	18	1.7	11	0.8	39	0.9	69	4.7	72	2	18	3.1	3	0.7	45	4.2
Brenda	9	0.3	52	0.3	7	0.7	1	0.1	3	0.1	2	0.1	8	0.2	3	0.5	2	0.5	2	0.2
Terry	36	1.3	174	0.9	3	0.3	6	0.5	16	0.4	55	3.8	87	2.4	5	0.9	9	2.1	17	1.6
Norma	3	0.1	17	0.1	0	0	1	0.1	0	0	0	0	4	0.1	0	0	0	0	0	0
Ralph & Phyllis	40	1.4	139	0.7	31	2.9	4	0.3	19	0.4	64	4.4	40	1.1	29	5	11	2.5	15	1.4
Frank	21	0.8	129	0.7	4	0.4	7	0.5	6	0.1	55	3.8	98	2.7	6	1	11	2.5	17	1.6
Elsie & Arnold	6	0.2	38	0.2	8	0.8	0	0	2	0	8	0.5	24	0.7	14	2.4	0	0	3	0.3

Current and future demographics of Cheshire East

Housing Allocations in Cheshire East

The Cheshire East Local Plan is currently being developed and is at its examination stage. The Council is proposing to allocate a number of Strategic Sites for housing. These are listed in the table below. The housing figures for the third and final columns are taken from Appendix A. Proposed Growth Distribution in the Proposed Changes (Public Consultation) version of the Plan. They are illustrated in the table 3.10 below.

Table 3.10 - Housing Allocations in Cheshire East

Analysis Area	Sub Area / Settlement	Area Summary	Strategic Housing Sites and Strategic Locations	Number of Homes
Congleton	Alsager	2000 new homes	Former MMU Campus	400
			Twyfords and Cardway	550
			White Moss Quarry	350
	Congleton	4150 new homes	Congleton Business Park Extension	625
			Giantswood Lane to Manchester Road	500
			Giantswood Lane South	150
			Manchester Road to Macclesfield Road	450
			Back Lane / Radnor Park Strategic Location	750
			Tall Ash Farm	225
			Lamberts Lane	225
	Middlewich	1950 new homes	Glebe Farm	525
			Brooks Lane Strategic Location	400
			Land off Warmingham Lane (Phase 2)	235
	Sandbach	2750 new homes	Land adjacent to J17 of M6, south east of Congleton Road Playing Fields	450
Congleton Total				5835
Crewe		7700 new homes	Central Crewe	400
			Basford East	850
			Basford West	370
			Leighton West	850
			Leighton	500
			Crewe Green	150
			Sydney Road (incl. extended site)	525
			South Cheshire Growth Village	650
			The Shavington / Wybunbury Triangle	400
			East Shavington	275
			Broughton Road	175
Crewe Total				5145
Knutsford		950 new homes	Land north of Northwich Road	175
			Land west of Manchester Road	75
			Land east of Manchester Road	250
			Parkgate Extension	200
			Land south of Longridge	150
			Alderley Park Opportunity Site	275
Knutsford Total				1125

Analysis Area	Sub Area / Settlement	Area Summary	Strategic Housing Sites and Strategic Locations	Number of Homes
Macclesfield		4250 new homes	Central Macclesfield	500
			South Macclesfield Development Area	1050
			Land off Congleton Road Playing Fields	300
			Land east of Fence Avenue	250
			Gaw End Lane	300
			Land south of Chelford Road	200
			Land between Chelford Road and Whirley Road	150
Macclesfield Total				2750
Nantwich		2050 new homes	Kingsley Fields	1100
Nantwich Total				1100
Poynton		650 new homes	Land adjacent to Hazelbadge Road	150
			Land at Sprink Farm	150
			Land south of Chester Road	150
Poynton Total				450
Wilmslow	Handforth (incl. NCGV)	2200 new homes	Land between Clay Lane and Sagars Road	250
			North Cheshire Growth Village	1650
	Wilmslow	900 new homes	Royal London	175
			Little Stanneylands	200
			Heathfield Farm	150
Wilmslow Total				2425

These figures comprise completions, commitments (proposed new homes with planning permission but not yet completed), Strategic Sites/Locations and future non-strategic allocations, the latter to be identified through the Council's Site Allocations and Development Policies Plan (SADPD). The SADPD will follow the preparation of the Local Plan Strategy.

There is an overall housing requirement for at least 36,000 new homes and proposals to achieve 31,400 additional jobs within the Local Plan period (2010-2030). The Council is planning positively to support growth in line with national planning policy. The Borough's population is projected to grow by around 58,100 people. The Local Plan also seeks to ensure that the right mix of new homes is provided to meet the needs of a growing workforce and support both current and future employers. This is set within the demographic context that Cheshire East will have a 65% increase in the population aged 65 and above and a 134% increase in the population aged 85 and above over the Plan period. (Paragraph 1.27 of the Cheshire East Local Plan Strategy Proposed Changes Version March 2016). This is illustrated in table 3.11 overleaf.

Table 3.11 - Summary of housing growth across Cheshire East

Area	All Areas (Principal Towns, Key Service Centres, New Settlements, Local Service Centres and other settlements and rural villages)
Expected Level of Development	36000
Completions 01/04/10 to 30/09/15	4811
Commitments 30/09/15	11149
Local Plan Strategy Sites and Strategic Locations	18830
Further non strategic sites in the future Site Allocations and Development Policies Document	3231
Total	38021

The Local Plan Strategy plays a central role in achieving jobs growth in the Borough and the infrastructure and housing that are needed to support it. There is a need to provide for a wide range of employment opportunities, including highly skilled jobs, jobs that retain young people and attract new employees to live and work locally, limiting travel congestion. Therefore much of the new housing provision will need to attract people – particularly younger people - who do or can work in the sort of local, high-skill jobs that will help the Council achieve its aspirations for economic and social wellbeing.

Population indications affecting sport and physical activity participation

This section illustrates an indication of the population for Cheshire East and the individual analysis areas for all sports comparing 2012 to 2030 to mirror the Cheshire East Local Plan period. The housing allocation figures in table 3.10 have been used to develop indicative population growth. This is displayed by analysis area in table 3.12 below.

Table 3.12 - Indicative Population Growth in Cheshire East

Analysis Area	Number of new homes	Indicative population growth
Congleton	5835	9400
Crewe	5145	8300
Knutsford	1125	1800
Macclesfield	2750	4400
Nantwich	1100	1800
Poynton	450	700
Wilmslow	2425	3900
Cheshire East	18830	30300

These figures are not population projections, but simply an approximate indication of what future population growth may be at this local level. These indicative figures are based on the crude assumption that population growth will average 1.61 per dwelling. This is taken from the fact that the Local Plan Housing Development Study¹ projects population growth of 58,100 and identifies a need for 36,000 dwellings (implying an average increase of 58,100/36,000, or 1.61 people per dwelling). In reality, population growth per dwelling will vary from LAP to LAP and site to site, depending on factors such as household formation rates, migration patterns and the type of dwellings being built, however there is insufficient data to quantify these variations at such a local geographical level. Therefore the population figures in the table above should be treated with considerable caution. (Figures are rounded to nearest 100 but the underlying calculations are based on unrounded estimates).

The methodology for analysing this information has been derived by Sport England Planning Team and applied to the population data and Local Plan proposed housing allocations for Cheshire East. Team Generation Rates (TGRs) have then been applied to this data in the individual sport sections. This is illustrated in table 3.12 overleaf.

¹ Cheshire East Housing Development Study, ORS, June 2015. Local Plan Examination Library Reference PS E033: <http://cheshireeast-consult.limehouse.co.uk/portal/planning/cs/library>

Table 3.12 - Population indications relating to housing allocations for Cheshire East

Analysis Area & Year			Cheshire East		Congleton		Crewe		Knutsford		Macclesfield		Nantwich		Poynton		Wilmslow	
Sport, Age & Gender			2012	2030	2012	2030	2012	2030	2012	2030	2012	2030	2012	2030	2012	2030	2012	2030
Cricket	7-18	Male	26100	28231	6500	7164	6300	6911	1600	1710	4700	4998	2500	2625	1700	1750	2700	2984
		Female	24700	26717	6100	6723	6100	6691	1600	1710	4400	4679	2500	2625	1600	1647	2500	2763
	18-55	Male	88300	95510	21300	23476	22300	24462	5700	6092	17100	18184	8400	8820	4800	4941	8800	9725
		Female	90000	97348	21600	23807	22300	24462	5800	6198	17400	18503	8400	8820	5100	5250	9300	10278
Football	6-9	Total	16200	17523	3900	4298	3900	4278	1000	1069	2900	3084	1700	1785	1000	1029	1700	1879
	10-15	Male	12900	13953	3200	3527	3100	3401	700	748	2400	2552	1200	1260	900	926	1400	1547
		Female	12500	13521	3000	3307	3000	3291	900	962	2300	2446	1200	1260	900	926	1300	1437
	16-45	Male	65200	70524	15400	16973	17200	18868	4000	4275	12600	13399	6100	6405	3300	3397	6500	7183
		Female	65800	71173	15500	17084	17400	19087	4000	4275	12700	13505	6100	6405	3400	3500	6800	7515
	Hockey	11-15	Male	10900	11790	2700	2976	2500	2742	700	748	2000	2127	1000	1050	700	721	1200
Female			10600	11465	2600	2866	2600	2852	700	748	1900	2020	1000	1050	700	721	1100	1216
16-55		Male	93000	100593	22500	24799	23400	25669	6000	6412	17900	19035	8900	9345	5100	5250	9300	10278
		Female	94200	101891	22700	25019	23400	25669	6000	6412	18200	19354	8900	9345	5300	5456	9700	10720
Lacrosse	10-18	Male	20000	21633	5000	5511	4800	5265	1200	1282	3600	3828	2000	2100	1400	1441	2000	2210
		Female	18900	20443	4600	5070	4600	5046	1200	1282	3400	3616	1900	1995	1300	1338	1900	2100
	19-45	Male	58100	62844	13600	14990	15500	17003	3600	3847	11400	12123	5400	5670	2800	2882	5800	6410
		Female	59400	64250	13900	15320	15800	17332	3600	3847	11600	12335	5400	5670	3000	3088	6200	6852
Rugby L.	7-11	Total	19900	21525	4800	5290	4800	5265	1300	1389	3600	3828	2000	2100	1200	1235	2100	2321
	12-18	Male	16000	17306	4100	4519	3800	4168	1000	1069	2900	3084	1600	1680	1100	1132	1600	1768
		Female	15000	16225	3700	4078	3700	4059	900	962	2700	2871	1500	1575	1000	1029	1500	1658
	19-45	Male	58100	62844	13600	14990	15500	17003	3600	3847	11400	12123	5400	5670	2800	2882	5800	6410
		Female	59400	64250	13900	15320	15800	17332	3600	3847	11600	12335	5400	5670	3000	3088	6200	6852
Rugby U.	7-12	Total	24100	26068	5900	6503	5800	6362	1600	1710	4400	4679	2400	2520	1500	1544	2500	2763
	13-18	Male	13900	15035	3500	3858	3300	3620	900	962	2500	2659	1400	1470	1000	1029	1400	1547
		Female	12900	13953	3200	3527	3200	3510	800	855	2300	2446	1300	1365	800	824	1300	1437
	19-45	Male	58100	62844	13600	14990	15500	17003	3600	3847	11400	12123	5400	5670	2800	2882	5800	6410
		Female	59400	64250	13900	15320	15800	17332	3600	3847	11600	12335	5400	5670	3000	3088	6200	6852

Population in 000s rounded to the nearest 100

4. Cricket

Introduction

Cricket in Cheshire East is governed by the Cheshire Cricket Board who have a paid development and coaching team supporting clubs and developing coaches, officials and young cricketers.

Throughout this section the 'pitch' will refer to the entire playing area with 'wickets' making up the individual areas for matches to be played upon.

Consultation

All clubs in Cheshire East were consulted by an electronic questionnaire sent out by Cheshire Cricket Board Club Development Manager Mike Woollard. Responses were gained from 38 of the 39 cricket clubs in Cheshire East which equated to a 97% response rate. Consultation took place in August and September 2013.

Supply

There are 60 sites containing 65 playing pitches in Cheshire East. On these sites there are 524 cricket and 33 non turf wickets. Of these sites 40 are used by community clubs which equates to 67% of the sites being used. All of those not used by community clubs are based on education sites.

In total there are 33 non turf wickets however only 16 of these are at sites which are used by community clubs. All of those not used by the community are at education sites. All of the analysis areas except for Knutsford have an artificial wicket.

The analysis area of Congleton has both the most number of sites and the highest number of grass and artificial wickets both in total however Knutsford has the most number of grass wickets which are used by community clubs. Macclesfield has the highest number of pitches however as only 44% are used by the community they fall behind Congleton, Knutsford and Nantwich. This is primarily as a result of The Kings School in Macclesfield who have 6 pitches which aren't used by the community.

These findings are illustrated in table 4.1 below and on a site by site basis in table 4.2 overleaf.

Table 4.1 - Summary of Cricket Pitches across all sites in Cheshire East

Analysis Area	Available for community use & Used				Not used by the community			
	Sites	Pitches	Wickets		Sites	Pitches	Wickets	
			Grass	Non Turf			Grass	Non Turf
Congleton	9	9	104	4	6	6	6	6
Crewe	3	3	37	2	3	3	0	3
Knutsford	8	8	103	0	0	0	0	0
Macclesfield	6	7	77	2	6	9	25	3
Nantwich	6	7	76	3	2	2	0	2
Poynton	2	2	22	2	1	1	0	1
Wilmslow	6	6	74	3	2	2	0	2
Cheshire East	40	42	493	16	20	23	31	17

Table 4.2 – Site Specific Summary of Cricket Pitches across Cheshire East

Site ID	Site	Analysis Area	Community Use	Pitches	Number of wickets	
					Grass	Artificial
4	Alderley Edge Cricket Club	Wilmslow	Yes	1	20	0
5	Alderley Park	Knutsford	Yes	1	7	0
7	All Hallows Catholic College	Macclesfield	Unused	1	0	1
8	Alsager Cricket Club	Congleton	Yes	1	12	1
10	Alsager School (Alsager LC)	Congleton	Unused	1	0	1
14	Ashley Cricket Club	Knutsford	Yes	1	20	0
16	Aston Cricket Club	Nantwich	Yes	1	10	0
22	Beech Hall School	Macclesfield	No	1	1	0
29	Bollington Recreation Ground	Macclesfield	Yes	1	12	0
32	Booths Park	Knutsford	Yes	1	14	0
35	Brine Leas School	Nantwich	No	1	0	1
40	Bunbury Cricket Club	Nantwich	Yes	1	10	0
45	Chelford Cricket Club	Wilmslow	Yes	1	10	1
46	Cholmondeley Cricket Club	Nantwich	Yes	1	10	0
50	Congleton Cricket Club	Congleton	Yes	1	10	0
51	Congleton High School	Congleton	No	1	0	1
56	Crewe Vagrants	Nantwich	Yes	1	22	1
62	Disley Amalgamated Sports Club	Poynton	Yes	1	10	1
64	Eaton Bank Academy	Congleton	No	1	0	1
66	Elworth Cricket Club	Congleton	Yes	1	12	1
69	Eric Swan Sports Ground	Crewe	Yes	1	10	1
75	Gorse Croft Farm	Nantwich	Yes	1	10	0
77	Haslington Cricket Club	Crewe	Yes	1	13	0
85	Holmes Chapel Cricket Club	Congleton	Yes	1	9	1
86	Holmes Chapel Leisure Centre	Congleton	No	1	0	1
92	Kerridge Cricket Club	Macclesfield	Yes	1	12	0
96	Knutsford Sports Club	Knutsford	Yes	1	15	0
99	Langley Cricket Club	Macclesfield	Yes	1	11	0
103	Lindow Cricket Club	Wilmslow	Yes	1	12	1
108	Macclesfield Cricket Club	Macclesfield	Yes	2	11	1
					8	1
110	Malbank School & Sixth Form College	Nantwich	Unused	1	0	1
116	Marton Primary	Congleton	Unused	1	0	1
118	Mere Cricket Club	Knutsford	Yes	1	10	0
119	Middlewich Cricket Club	Congleton	Yes	1	18	0
124	Mobberley Cricket Club	Knutsford	Yes	1	17	0
128	Mossley Cricket Club	Congleton	Yes	1	10	1
130	Nantwich Cricket Club	Nantwich	Yes	2	14	1
					0	1
135	Over Peover Cricket Club	Knutsford	Yes	1	12	0
142	Pott Shrigley Cricket Club	Macclesfield	Yes	1	11	0
143	Pownall Hall School	Wilmslow	No	1	0	1

144	Poynton High School	Poynton	No	1	0	1
145	Poynton Sports Club	Poynton	Yes	1	12	1
146	Prestbury Cricket Club	Macclesfield	Yes	1	12	0
153	Rode Park Cricket Club	Congleton	Yes	1	16	0
154	Rostherne Cricket Club	Knutsford	Yes	1	8	0
156	Ruskin Sports College	Crewe	No	1	0	1
159	Sandbach Cricket Club	Congleton	Yes	1	7	0
162	Sandbach School	Congleton	Yes	2	10	0
			Unused		6	1
183	St Thomas More Catholic High School	Crewe	No	1	0	1
185	Styal Football Club	Wilmslow	Yes	1	17	0
193	The Kings School (Cumberland Street)	Macclesfield	No	2	9	0
					6	0
194	The Kings School (Derby Fields)	Macclesfield	No	3	9	0
					6	0
					3	0
195	The Kings School (Fence Avenue)	Macclesfield	No	1	0	1
198	The Oaks Academy (King's Grove School)	Crewe	No	1	0	1
203	Tytherington High School (Main)	Macclesfield	No	1	0	1
211	Weston Cricket Club	Crewe	Yes	1	14	1
220	Wilmslow High	Wilmslow	No	1	0	1
222	Wilmslow Leisure Centre	Wilmslow	Yes	1	7	1
223	Wilmslow Phoenix	Wilmslow	Yes	1	8	0

Disused Sites

There is one site which is disused for cricket. It is:

- Manchester Metropolitan University (Alsager)

This site had usage only by MMU students playing minimal amounts of cricket. They are now using Crewe Vagrants to meet their needs. The site is subject to a planning application currently.

Proposed Sites

Elworth Cricket Club have purchased land adjacent to their original site. There are plans to have at least two grass wickets and a non turf practice facility on the site.

There is also a planning application for the Manchester Metropolitan University (Alsager) site that will include cricket provision.

In addition discussions and feasibility studies are taking place regarding the development of the Alderley Park site.

Pitch Quality

The audit of pitch quality was carried out by ECB qualified umpires as part of their match reports for the Cheshire County League and Cheshire Cricket League [also known as TACS] and through the ECB non-technical assessment for all other pitches.

There are 44 'good' quality pitches (68%) and a further 21 'standard' quality pitches (32%) in Cheshire East. There are not any 'poor' quality pitches.

Of those sites that are used by community clubs there are 38 'good' quality pitches (90%) with the remaining four being of 'standard' quality (10%). This does include the Nantwich Nursery Ground which is not used for league matches.

The table 4.3 below illustrates pitch quality by analysis area.

Table 4.3 - Pitch quality overview of all pitches

Analysis Area	Available & Used			Available & Unused			Not Available		
	Good	Standard	Poor	Good	Standard	Poor	Good	Standard	Poor
Congleton	8	1	0	1	2	0	0	3	0
Crewe	3	0	0	0	0	0	0	3	0
Knutsford	7	1	0	0	0	0	0	0	0
Macclesfield	6	1	0	0	1	0	5	3	0
Nantwich	6	1	0	0	1	0	0	1	0
Poynton	2	0	0	0	0	0	0	1	0
Wilmslow	6	0	0	0	0	0	0	2	0
Cheshire East	38	4	0	1	4	0	5	13	0

Pitches which are owned and maintained by clubs in Cheshire East tend to be of 'good' quality. All of these clubs have their own grounds men who are responsible for the preparation of the site. Similarly the two sites which are owned and managed by the local authority are both of 'good' quality.

Of the three sites used for league play Kerridge Cricket Club and Rostherne Cricket Club do not have covers which make preparation more difficult. In addition all three clubs play in the Cheshire cricket Alliance which is the lowest level in the Cheshire pyramid.

All of the pitches that are unused or not available are on education sites with the majority being non turf (78%) and of 'standard quality (74%)'. There is one 'good' pitch that is unused and five more that are not available for community use at Sandbach School (Congleton) and Kings School (Macclesfield).

Seven of the 40 sites (18%) used by community clubs have reported vandalism within the last three years. This has been in the form of damaging equipment, stealing equipment, damaging facilities and setting fire to practice facilities. Litter, dog foul and unofficial use has also been highlighted as issues at some sites.

The table 4.4 overleaf illustrates pitch quality by site.

Table 4.4 - Pitch quality by site

Good	Standard	Poor
<ul style="list-style-type: none"> ▪ Alderley Edge Cricket Club ▪ Alsager Cricket Club ▪ Ashley Cricket Club ▪ Aston Cricket Club ▪ Bollington Recreation Ground ▪ Booths Park ▪ Bunbury Cricket Club ▪ Chelford Cricket Club ▪ Cholmondeley Cricket Club ▪ Club AZ ▪ Congleton Cricket Club ▪ Crewe Vagrants ▪ Disley Amalgamated Sports Club ▪ Eaton Bank Academy ▪ Elworth Cricket Club ▪ Eric Swan Sports Ground ▪ Gorse Croft Farm ▪ Haslington Cricket Club ▪ Holmes Chapel Cricket Club ▪ Knutsford Sports Club ▪ Langley Cricket Club ▪ Lindow Cricket Club ▪ Macclesfield Cricket Club ▪ Mere Cricket Club ▪ Middlewich Cricket Club ▪ Mobberley Cricket Club ▪ Nantwich Cricket Club ▪ Over Peover Cricket Club ▪ Pott Shrigley Cricket Club ▪ Poynton Sports Club ▪ Prestbury Cricket Club ▪ Rode Park Cricket Club ▪ Rostherne Cricket Club ▪ Ruskin Sports College ▪ Sandbach Cricket Club ▪ Sandbach School ▪ Styal Football Club ▪ The Kings School (Cumberland Street) ▪ The Kings School (Derby Fields) ▪ Weston Cricket Club ▪ Wilmslow Leisure Centre ▪ Wilmslow Phoenix 	<ul style="list-style-type: none"> ▪ All Hallows Catholic College ▪ Alsager School (Alsager LC) ▪ Beech Hall School ▪ Brine Leas School ▪ Congleton High School ▪ Eaton Bank Academy ▪ Holmes Chapel Leisure Centre ▪ Kerridge Cricket Club ▪ Malbank School & Sixth Form College ▪ Marton Primary ▪ Mossley Cricket Club ▪ Nantwich Cricket Club ▪ Pownall Hall School ▪ Poynton High School ▪ Rostherne Cricket Club ▪ Ruskin Sports College ▪ St Thomas More Catholic High School ▪ The Kings School (Fence Avenue) ▪ The Oaks Academy (King's Grove School) ▪ Tytherington High School (Main) ▪ Wilmslow High 	

Ancillary Facilities

All of the sites used by clubs have ancillary facilities including changing facilities, toilets and a kitchen as a minimum with all but one site having showers. Over half of the clubs (59%) class their pavilion as being 'good' with 28% describing their pavilion as being 'acceptable' with the remaining four clubs (10%) believing their facilities are 'unacceptable'.

One of the clubs who class their pavilion as being 'unacceptable' is Langley CC who are currently undertaking a development project to improve their ancillary facilities.

Security of Tenure

Of the 40 sites that are used by the community 48% (19) of them are owned by clubs, 42% (17) are leased and 10% (four) are rented. Of those that are leased 13 have leases that are ten years or longer left on the agreements.

The other four have leases that have a year or less left. They are:

- Bunbury CC – local land owner – one year left, have since agreed a 10 year extension.
- Chelford CC – local land owner – one year rolling lease agreement
- Over Peover CC – local land owner [former club president] – one year rolling lease agreement
- Prestbury CC – local land owner – expired, currently in the process of agreeing a new lease, this has now been extended although no confirmation of details length.

None of these clubs have illustrated that there is concern with these agreements being continued however if there was this would cause issues for these clubs.

Of the four sites that are rented two are rented from the local authority (Bollington Recreation Ground & Rectory Field), one from a school (Sandbach School) and one from a land owner (Gorse Croft Farm) therefore the only site that is not classed as being secure is Gorse Croft Farm where Audlem CC play. This has however been a long term agreement and the club have not raised any issues with the agreement in terms of security.

Training

Training for cricket typically takes place in artificial grass cricket nets therefore not having an effect on the carry capacity of grass wickets or in some cases on grass wickets themselves. Where training takes places on grass wickets this has been included in the calculations. In addition some training takes place, particularly during the winter, at indoor sites.

Artificial Wickets

There are 33 artificial wickets in Cheshire East, 16 are at sites available for community use. Of those on sites not available for community use they are all education sites. From the returned questionnaires artificial wickets are not being used for competitive match play.

Demand

Participation in cricket in Cheshire East varies from small clubs with one or two senior teams to large clubs with multiple junior teams at various age groups. There are 39 cricket clubs with 31 having junior sections which equates to 79% of clubs having at least one junior team. Within these clubs there are 268 teams playing regular competitive cricket. In addition there a number of casual teams that are not recognised as clubs by the ECB however are included within the individual clubs capacity analysis, this includes community leagues organised by clubs e.g. Aston CC eight-a-side league. Table 4.5 summarises the cricket teams by each analysis area.

Table 4.5 - Number of cricket clubs and teams in Cheshire East

Analysis Area	Number of clubs		Number of teams			
	Total	With junior provision	Open Age (18-55)		Junior (7-18)	
			Mens	Womens	Boys	Girls
Congleton	8	8	22	0	38	1
Crewe	3	3	8	1	12	1
Knutsford	9	5	23	0	19	0
Macclesfield	5	4	16	0	14	0
Nantwich	7	5	21	0	24	1
Poynton	2	2	7	0	12	0
Wilmslow	5	4	15	0	13	1
Cheshire East	39	31	116	1	147	4

Knutsford has the most clubs with nine with Congleton having the most with junior sections (8). Knutsford has the most senior teams (23), Congleton the most junior teams (38) and Crewe has the most female teams (2). Overall Congleton has the most teams with 61.

Table 4.6 - Number of cricket teams by club in Cheshire East

Club	Analysis Area	Number of teams			
		Open Age (18-55)		Junior (7-18)	
		Mens	Womens	Boys	Girls
Alderley Edge CC	Wilmslow	3	0	11	1
Alderley Park CC	Knutsford	2	0	0	0
Alsager CC	Alsager	4	0	6	0
Ashley CC	Knutsford	4	0	6	0
Aston CC	Nantwich	2	0	4	0
Audlem CC	Nantwich	3	0	0	0
Bollington CC	Macclesfield	4	0	4	0
Bunbury CC	Nantwich	3	0	8	1
Chelford CC	Nantwich	3	0	1	0
Cholmondley CC	Nantwich	2	0	0	0
Congleton CC	Congleton	3	0	4	0
Crewe CC	Nantwich	4	0	6	0
Disley CC	Poynton	3	0	4	0
Elworth CC	Sandbach	3	0	6	0
Haslington CC	Crewe	3	0	6	0
Holmes Chapel CC	Sandbach	2	0	3	0
Kerridge CC	Macclesfield	2	0	0	0
Knutsford CC	Knutsford	3	0	0	0

Club	Analysis Area	Number of teams			
		Open Age (18-55)		Junior (7-18)	
		Mens	Womens	Boys	Girls
Langley CC	Macclesfield	4	0	1	0
Lindow CC	Wilmslow	3	0	5	0
Macclesfield CC	Macclesfield	4	0	11	0
Mere CC	Knutsford	2	0	0	0
Middlewich CC	Middlewich	3	0	5	1
Mobberley CC	Knutsford	3	0	3	0
Mossley CC	Congleton	2	0	4	0
Nantwich CC	Nantwich	4	0	5	0
Over Peover CC	Knutsford	2	0	1	0
Pott Shrigley CC	Knutsford	3	0	3	0
Poynton CC	Poynton	4	0	8	0
Prestbury CC	Macclesfield	3	0	5	0
Rode Park & Lawton CC	Congleton	3	0	6	0
Rostherne CC	Knutsford	1	0	0	0
Sandbach CC	Sandbach	3	0	4	0
Styal CC	Wilmslow	3	0	1	0
Toft CC	Knutsford	4	0	9	0
Weston CC	Crewe	3	0	2	0
Wilmslow CC	Wilmslow	3	0	1	0
Wilmslow Wayfarers CC	Wilmslow	3	0	0	0
Wistaston CC	Crewe	3	1	4	1

Note - both mens and junior boys teams can contain female participants

Unmet Demand

Unmet demand is existing demand that is not getting access to pitches. It is usually expressed, for example, where a team is already training but is unable to access a match pitch or where a league has a waiting list due to a lack of pitch provision which in turn is hindering its growth. There are no clubs in Cheshire East that are reporting unmet demand.

Displaced Demand

Displaced demand generally relates to play by teams or other users of playing pitches from within the study area which takes place outside the area. There is no displaced demand identified for cricket.

Latent Demand

Clubs were asked if they had more pitches would they have more teams. No clubs identified access to pitches as the reason for not having more teams.

Sport England's Market Segmentation tool allows analysis of the 'the percentage of adults that would like to participate in cricket but are not currently doing so' – latent demand. It identifies at a latent demand 1,455 people who would like to play cricket. The segment that would like to participate the most is Tim [Settling Down Males] with 404 (27.8%). 2.4 of females (35) would like to play cricket, the highest segment is Chloe [Fitness Class Friends] with 13 (0.9%).

Capacity Analysis

Capacity analysis in cricket is measured on a seasonal rather than weekly basis. This is due to wickets being rotated throughout the season to allow areas to repair and reduce wear. Therefore this is more accurate method and is determined the number of wickets and their availability.

The adequacy of facilities for cricket is measured by comparing the amount of wickets available against the level of use of these wickets. This is considered at a site specific level, by analysis area and then compiled in order to present a picture for Cheshire East as a whole.

In order to accurately calculate supply and demand in cricket the following assumptions have been made:

- All matches take place on grass wickets.
- All senior teams play 10 home matches per year.
- All junior teams play 8 home matches per year.
- All additional usage (training, friendly and other) usage is included within the capacity analysis at a rate of 10 match equivalents per year.

To calculate pitch supply the ECB suggests that a good quality wicket should be able to carry:

- 5 matches per season per grass wicket (adults)
- 7 matches per season per grass wicket (juniors)
- 60 matches per season per non turf wicket (adults)
- 80 matches per season per non turf wicket (juniors)

Demand is therefore measured in terms of the number of home games that each team will play per season.

This information is used to allocate capacity ratings as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain
Overused	Play exceeds the level the site can sustain

Peak Period

The peak period for cricket has been identified as Saturday afternoon however it should be noted that senior cricket is played on Sunday afternoons and weekday evenings with junior cricket taking places primarily on weekday evenings.

Table 4.7 - Site Specific Capacity of Sites used by the Community

Site ID	Site	Analysis Area	Level of security	Quality	No of Grass Wickets	Capacity	Actual Play	No of Grass Wickets Used	Capacity Rating	
						(match equivalents per season)			(wickets)	(match equivalents per season)
4	Alderley Edge Cricket Club	Wilmslow	Secure	Good	20	100 – 140	111	19	1	5 – 7
5	Alderley Park (Alderley Park CC)	Knutsford	Secure	Good	7	40 – 49	30	6	1	5 – 7
8	Alsager Cricket Club	Congleton	Secure	Good	12	60 – 84	88	14.9	-2.9	14 – 20
14	Ashley Cricket Club	Knutsford	Secure	Good	20	100 – 140	88	14.9	5.1	25 – 35
16	Aston Cricket Club	Nantwich	Secure	Good	10	50 – 70	62	10.6	-0.6	3 – 4
29	Bollington Recreation Ground (Bollington CC)	Macclesfield	Secure	Good	12	60 – 84	102	18.6	-6.6	33 – 46
32	Booths Park (Toft CC)	Knutsford	Secure	Good	14	80 – 98	88	14.9	-0.9	4 – 6
40	Bunbury Cricket Club	Nantwich	Unsecure	Good	10	50 – 70	127	21.3	-11.3	56 – 79
45	Chelford Cricket Club	Wilmslow	Unsecure	Good	10	50 – 70	58	11.1	-1.1	5 – 7
46	Cholmondeley Cricket Club	Nantwich	Secure	Good	10	50 – 70	30	6	4	20 – 28
50	Congleton Cricket Club	Congleton	Secure	Good	10	50 – 70	62	10.6	-0.6	3 – 4
56	Crewe Vagrants (Crewe CC)	Nantwich	Secure	Good	22	110 – 154	108	18.9	3.1	15 – 21
62	Disley Amalgamated Sports Club (Disley CC)	Poynton	Secure	Good	10	50 – 70	92	16.6	-6.6	33 – 46
66	Elworth Cricket Club	Congleton	Secure	Good	12	60 – 84	98	16.9	-4.9	24 – 34
69	Eric Swan Sports Ground (Wistaston CC)	Crewe	Secure	Good	10	50 – 70	100	17.7	-7.7	38 – 53
75	Gorse Croft Farm (Audlem CC)	Nantwich	Unsecure	Good	10	50 – 70	60	12	-2	10 – 14
77	Haslington Cricket Club	Crewe	Secure	Good	13	65 – 91	68	10.9	2.1	10 – 14
85	Holmes Chapel Cricket Club	Congleton	Secure	Good	9	45 – 63	74	13.4	-4.4	22 – 30
92	Kerridge Cricket Club	Macclesfield	Secure	Standard	12	60 – 84	36	6.3	5.7	28 – 39
96	Knutsford Sports Club (Knutsford CC)	Knutsford	Secure	Good	15	75 – 105	60	12	3	15 – 21

Site ID	Site	Analysis Area	Level of security	Quality	No of Grass Wickets	Capacity	Actual Play	No of Grass Wickets Used	Capacity Rating	
						(match equivalents per season)			(wickets)	(match equivalents per season)
99	Langley Cricket Club	Macclesfield	Secure	Good	11	55 – 77	78	15.1	-4.1	20 – 28
103	Lindow Cricket Club	Wilmslow	Secure	Good	12	60 – 84	100	17.7	-5.7	28 – 39
108	Macclesfield Cricket Club	Macclesfield	Secure	Good	11	55 – 77	78	12.9	-1.9	9 – 13
				Good	8	40 – 56	60	9.7	-1.7	8 – 11
118	Mere Cricket Club	Knutsford	Secure	Good	10	50 – 70	20	4.0	6	30 – 42
119	Middlewich Cricket Club	Congleton	Secure	Good	18	90 – 126	98	16.9	1.1	5 – 7
124	Mobberley Cricket Club	Knutsford	Secure	Good	17	85 – 119	84	15.4	1.6	8 – 11
128	Mossley Cricket Club	Congleton	Secure	Standard	10	50 – 70	72	12.6	-2.6	13 – 18
130	Nantwich Cricket Club	Nantwich	Secure	Good	14	80 – 98	90	15.7	-1.7	8 – 11
135	Over Peover Cricket Club	Knutsford	Unsecure	Good	12	60 – 84	58	11.1	0.9	4 – 6
142	Pott Shrigley Cricket Club	Macclesfield	Secure	Good	11	55 – 77	54	9.4	1.6	8 – 11
145	Poynton Sports Club	Poynton	Unsecure	Good	12	60 – 84	114	19.1	-7.1	35 – 49
146	Prestbury Cricket Club	Macclesfield	Secure	Good	12	60 – 84	74	13.4	-1.4	7 – 9
153	Rode Park Cricket Club	Congleton	Secure	Good	16	80 – 112	78	12.9	3.1	15 – 21
154	Rostherne Cricket Club	Knutsford	Secure	Standard	8	40 – 56	30	6	2	10 – 14
159	Sandbach Cricket Club	Congleton	Secure	Good	7	40 – 49	82	14.6	-7.6	38 – 53
162	Sandbach School	Congleton	Secure	Good	10	50 – 70	20	4	6	30 – 42
185	Styal Football Club (Styal CC)	Wilmslow	Secure	Good	17	85 – 119	98	16.8	0.2	1
211	Weston Cricket Club	Crewe	Secure	Good	14	80 – 98	56	10.3	3.7	18 – 25
222	Wilmslow Leisure Centre (Wilmslow CC)	Wilmslow	Secure	Good	7	40 – 49	58	11.1	-4.1	20 – 28
223	Wilmslow Phoenix (Wilmslow Wayfarers CC)	Wilmslow	Secure	Good	8	40 – 56	30	6	2	10 – 14

Supply and Demand Analysis

Spare Capacity

We need to identify whether the potential capacity can be classified as spare capacity due to its availability in the peak period.

Of the 17 pitches identified none are available in the peak period therefore there is no actual spare capacity. This is illustrated in table 4.8 below.

Table 4.8 - Actual spare capacity

Site ID	Site	Analysis Area	No of Pitches	Spare capacity (sessions per season)	Pitches available in peak period
4	Alderley Edge Cricket Club	Wilmslow	1	5 – 7	0
5	Alderley Park	Knutsford	1	5 – 7	0
14	Ashley Cricket Club	Knutsford	1	25 – 35	0
46	Cholmondeley Cricket Club	Nantwich	1	20 – 28	0
56	Crewe Vagrants	Nantwich	1	15 – 21	0
77	Haslington Cricket Club	Crewe	1	10 – 14	0
92	Kerridge Cricket Club	Macclesfield	1	28 – 39	0
96	Knutsford Sports Club	Knutsford	1	15 – 21	0
118	Mere Cricket Club	Knutsford	1	30 – 42	0
119	Middlewich Cricket Club	Congleton	1	5 – 7	0
124	Mobberley Cricket Club	Knutsford	1	8 – 11	0
142	Pott Shrigley Cricket Club	Macclesfield	1	8 – 11	0
153	Rode Park Cricket Club	Congleton	1	15 – 21	0
154	Rostherne Cricket Club	Knutsford	1	10 – 14	0
162	Sandbach School	Congleton	1	30 – 42	0
211	Weston Cricket Club	Crewe	1	18 – 25	0
223	Wilmslow Phoenix	Wilmslow	1	10 – 14	0

It is worth noting there is availability on Sundays and weekday evenings to allow for off-peak play.

Since the analysis took place a number of clubs have experiencing issues with the availability of players resulting in the concession of some Second XI matches. If this continues there could potentially be more availability and 'actual spare capacity' at the following grounds:

- Cholmondeley Cricket Club
- Pott Shrigley Cricket Club
- Rostherne Cricket Club

In addition Mere CC has dropped out of the league structure therefore there is 'actual spare capacity' at Mere Cricket Club.

Overplay

Overplay in Cheshire East is quite high with many large clubs only having access to one playing pitch. In addition with training facilities being an issue it is leading to additional usage for training which is impacting the facilities. This results in 22 pitches being overplayed.

This equates to an additional 87.5 wickets being required across to Cheshire East to accommodate all of the match equivalents identified. This can be quantified as requiring 8.8 grounds based on a ground with ten grass wickets to meet the demand. This is illustrated in tables 4.9 And 4.10 below.

Table 4.9 - Overplay summary by ground

Site ID	Site	Analysis Area	No of Pitches	Capacity Rating	
				wickets	match equivalents per season
9	Alsager Cricket Club	Congleton	1	-2.9	14 – 20
16	Aston Cricket Club	Nantwich	1	-0.6	3 – 4
29	Bollington Recreation Ground	Macclesfield	1	-6.6	33 – 46
32	Booths Park (Toft CC)	Knutsford	1	-0.9	4 – 6
40	Bunbury Cricket Club	Nantwich	1	-11.3	56 – 79
45	Chelford Cricket Club	Wilmslow	1	-1.1	5 – 7
50	Congleton Cricket Club	Congleton	1	-0.6	3 – 4
62	Disley Amalgamated Sports Club	Poynton	1	-6.6	33 – 46
66	Elworth Cricket Club	Congleton	1	-4.9	24 – 34
69	Eric Swan Sports Ground	Crewe	1	-7.7	38 – 53
75	Gorse Croft Farm	Nantwich	1	-2	10 – 14
85	Holmes Chapel Cricket Club	Congleton	1	-4.4	22 – 30
99	Langley Cricket Club	Macclesfield	1	-4.1	20 – 28
103	Lindow Cricket Club	Wilmslow	1	-5.7	28 – 39
108	Macclesfield Cricket Club	Macclesfield	2	-3.6	18 – 25
128	Mossley Cricket Club	Congleton	1	-2.6	13 – 18
130	Nantwich Cricket Club	Nantwich	1	-1.7	8 – 11
145	Poynton Sports Club	Poynton	1	-7.1	35 – 49
146	Prestbury Cricket Club	Macclesfield	1	-1.4	7 – 9
159	Sandbach Cricket Club	Congleton	1	-7.6	38 – 53
222	Wilmslow Leisure Centre	Wilmslow	1	-4.1	20 – 28

Table 4.10 - Overplay summary by analysis area

Analysis Area	Grounds Overplayed	Overplay		Ground Requirements (based on 10 wickets each)
		wickets	match equivalents per season	
Congleton	6	23	115 – 161	2.3
Crewe	1	7.7	38 – 53	0.8
Knutsford	1	0.9	4 – 6	0.9
Macclesfield	5	15.7	79 – 110	1.6
Nantwich	4	15.6	78 – 110	1.6
Poynton	2	13.7	69 – 96	1.4
Wilmslow	3	10.9	55 – 77	1.1
Cheshire East	22	87.5	438 – 613	8.8

Future Demand

Future demand can be defined in two ways, through participation increases and using population forecasts. Team generation rates are used below as the basis for

calculating the number of teams likely to be generated in the future based on population growth. The table 4.11 below illustrates the team generation rates.

Table 4.11 - Team generation rates for cricket

Analysis Area	Age Group	Current	Future	Current number of teams	TGR	Future number of teams	Additional teams based on TGR
		population within age group					
Cheshire East	Boys 7-18	26100	28231	147	177.6	159.0	12.0
	Girls 7-18	24700	26717	4	6175.0	4.3	0.3
	Men 18-55	88300	95510	116	761.2	125.5	9.5
	Women 18-55	90000	97348	1	90000.0	1.1	0.1
Congleton	Boys 7-18	6500	7164	38	171.1	41.9	3.9
	Girls 7-18	6100	6723	1	6100.0	1.1	0.1
	Men 18-55	21300	23476	22	968.2	24.2	2.2
	Women 18-55	21600	23807	0	0.0	0.0	0.0
Crewe	Boys 7-18	6300	6911	12	525.0	13.2	1.2
	Girls 7-18	6100	6691	1	6100.0	1.1	0.1
	Men 18-55	22300	24462	8	2787.5	8.8	0.8
	Women 18-55	22300	24462	1	22300.0	1.1	0.1
Knutsford	Boys 7-18	1600	1710	19	84.2	20.3	1.3
	Girls 7-18	1600	1710	0	0.0	0.0	0.0
	Men 18-55	5700	6092	23	247.8	24.6	1.6
	Women 18-55	5800	6198	0	0.0	0.0	0.0
Macclesfield	Boys 7-18	4700	4998	14	335.7	14.9	0.9
	Girls 7-18	4400	4679	0	0.0	0.0	0.0
	Men 18-55	17100	18184	16	1068.8	17.0	1.0
	Women 18-55	17400	18503	0	0.0	0.0	0.0
Nantwich	Boys 7-18	2500	2625	24	104.2	25.2	1.2
	Girls 7-18	2500	2625	1	2500.0	1.1	0.1
	Men 18-55	8400	8820	21	400.0	22.1	1.1
	Women 18-55	8400	8820	0	0.0	0.0	0.0
Poynton	Boys 7-18	1700	1750	12	141.7	12.4	0.4
	Girls 7-18	1600	1647	0	0.0	0.0	0.0
	Men 18-55	4800	4941	7	685.7	7.2	0.2
	Women 18-55	5100	5250	0	0.0	0.0	0.0
Wilmslow	Boys 7-18	2700	2984	13	207.7	14.4	1.4
	Girls 7-18	2500	2763	1	2500.0	1.1	0.1
	Men 18-55	8800	9725	15	586.7	16.6	1.6
	Women 18-55	9300	10278	0	0.0	0.0	0.0

In terms of pitch provision this is illustrating that there would be:

- An additional 12 junior teams that would require an additional 96 matches (8 matches per season) which equates to 14 pitches or 1.4 squares (10 pitches per square)
- An additional 9 senior teams that would require an additional 90 matches (10 matches per season) which equates to 18 pitches or 1.8 squares (10 pitches per square)
- The area with the biggest increase in demand is Congleton [6.2 teams, 54 matches & 9 pitches] followed by Wilmslow [3 teams, 27 matches & 5 pitches] and Knutsford [2.9 teams, 26 matches & 5 pitches].

- The increased demand in Poynton is not large enough to create any full teams.

In addition each of the clubs were asked about their growth plans over the next five years. Their responses are displayed in table 4.12 below.

Table 4.12 - Cricket club growth aspirations

Club	Analysis Area	Demand	Pitch Requirements	
			wickets	match equivalents per season
Alderley Edge CC	Wilmslow	1 mens	2	10
Ashley CC	Knutsford	1 juniors	1.1	8
Bollington CC	Macclesfield	1 juniors	1.1	8
Bunbury CC	Nantwich	1 juniors	1.1	8
Chelford CC	Nantwich	2 juniors	2.3	16
Congleton CC	Congleton	1 juniors	1.1	8
Disley CC	Poynton	1 juniors	1.1	8
Haslington CC	Crewe	1 mens	2	10
Knutsford CC	Knutsford	1 womens & 2 juniors	4.3	26
Langley CC	Macclesfield	1 mens & 3 juniors	5.4	34
Lindow CC	Wilmslow	1 juniors	1.1	8
Macclesfield CC	Macclesfield	2 juniors	2.3	16
Middlewich CC	Middlewich	1 juniors	1.1	8
Over Peover CC	Knutsford	1 juniors	1.1	8
Pott Shrigley CC	Knutsford	1 juniors	1.1	8
Poynton CC	Poynton	2 juniors	2.3	16
Rode Park & Lawton CC	Congleton	1 mens & 1 juniors	3.1	18
Sandbach CC	Sandbach	2 juniors	2.3	16
Styal CC	Wilmslow	1 juniors	1.1	8
Wilmslow CC	Wilmslow	1 juniors	1.1	8
Total			38.1	250

The planned future demand would equate to a need for 38 wickets which is 3.8 squares (10 pitches per square). This could be catered for across Cheshire East outside of the peak period however not always at the clubs preferred home grounds. This would be an issue for the following clubs and their sites:

- Alderley Edge CC - Alderley Edge Cricket Club
- Bollington CC - Bollington Recreation Ground
- Bunbury CC - Bunbury Cricket Club
- Chelford CC - Chelford Cricket Club
- Congleton CC - Congleton Cricket Club
- Disley CC - Disley Amalgamated Sports Club
- Langley CC - Langley Cricket Club
- Lindow CC - Lindow Cricket Club
- Macclesfield CC - Macclesfield Cricket Club
- Middlewich CC - Middlewich Cricket Club
- Over Peover CC - Over Peover Cricket Club
- Poynton CC - Poynton Sports Club

- Sandbach CC - Sandbach Cricket Club
- Styal CC - Styal FC (Styal CC)
- Wilmslow CC - Wilmslow Leisure Centre (Wilmslow CC)

There would also be issues with Alderley Edge CC (Alderley Edge Cricket Club), Haslington CC (Haslington Cricket Club) Langley CC (Langley Cricket Club) and Rode Park & Lawton CC (Rode Park Cricket Club) with access in the peak period.

Scenario Testing

Non Turf Practice Facilities

Within the club questionnaire 10 clubs suggested they would like to improve their practice facilities. In a number of instances these clubs have illustrated they are practicing on the grass wickets which is having an impact on the carry capacity of the grounds. In this scenario we will look at the clubs that have suggested they would like to develop their practice facilities and remove the training usage from their wickets to illustrate the impact this has on their grounds. This is illustrated in table 4.13.

Table 4.13 - Improvement to practice facilities and impact on carry capacity

Club	Ground	Intended Development	Current training usage (match equivalents per season)	Capacity Rating		Change
				Current	Adjust	
				(wickets)		
Bunbury CC	Bunbury Cricket Club	Non turf wicket	20	-11.3	-9.3	+2
Chelford CC	Chelford Cricket Club	Nets	20	-1.1	0.9	+2
Elworth CC	Elworth Cricket Club	Practice facilities away from square	20	-4.9	-2.9	+2
Langley CC	Langley Cricket Club	Non turf wicket & nets	10	-4.1	-3.1	+1
Lindow CC	Lindow Cricket Club	New nets	20	-5.7	-3.7	+2
Macclesfield CC	Macclesfield Cricket Club	Nets	0	0	0	0
Poynton CC	Poynton Sports Club	Mobile net	10	-7.1	-6.1	+1
Prestbury CC	Prestbury Cricket Club	Nets	20	-1.4	0.6	+2
Wilmslow CC	Wilmslow Leisure Centre	Nets	20	-4.1	-2.1	+2
Wistaston CC	Eric Swan Sports Ground	New multi lane nets	10	-7.7	-6.7	+1

By supporting the clubs to develop their practice facilities it could potentially free up 15 wickets that could be used for matches. In addition it would take Chelford

Cricket Club and Prestbury Cricket Club from being overused to having some capacity. This is not actual spare capacity as it is not available in the peak period.

Since the analysis took place the following sites have upgraded their facilities. They are:

- Langley CC - Non turf wicket
- Lindow CC - three bay artificial nets
- Macclesfield CC - three bay artificial nets

Classification of peak and off-peak

It can be argued that although technically the highest demand is Saturday afternoons this could be extended to include Sunday afternoon and weekday evenings to the peak period. If this was the case then all grounds with spare capacity could be utilised. By doing this it would give availability for 52.1 wickets which could carry 260 – 364 match equivalents per season. This would equate to 5.2 grounds based on a ground with ten grass wickets. The extent of this is illustrated in table 4.14 below.

Table 4.14 – Changes in classification of peak time and impact on carry capacity

Analysis Area	Grounds with Spare Capacity	Spare Capacity		Ground Capacity (based on 10 wickets each)
		(wickets)	(match equivalents per season)	
Congleton	3	10.2	51 – 71	1
Crewe	2	5.8	29 – 40	0.6
Knutsford	6	21.7	108 – 151	2.1
Macclesfield	2	7.3	36 – 51	0.7
Nantwich	2	4.1	20 – 28	0.4
Poynton	0	0	0	0
Wilmslow	2	3	15 – 21	0.3
Cheshire East	17	52.1	260 – 364	5.2

Utilising overplayed sites with non turf wickets for competitive junior play

11 sites with 13 non turf wickets are currently hosting junior matches however a number are not using them to support overplay. Within the capacity analysis those clubs that have illustrated usage of non turf pitches for junior play and practice sessions have been factored in to the calculations. All of the non turf have considerable capacity to carry additional usage. They are:

- Alsager Cricket Club
- Disley Amalgamated Sports Club
- Elworth Cricket Club
- Eric Swan Sports Ground
- Holmes Chapel Cricket Club
- Lindow Cricket Club
- Macclesfield Cricket Club x 2
- Mossley Cricket Club
- Nantwich Cricket Club x 2

- Poynton Sports Club
- Wilmslow Leisure Centre

In addition the following sites also have non turf wickets that could help cope with any additional future demand. They are:

- Crewe Vagrants
- Weston Cricket Club

Availability at disused and unavailable sites

There are three sites [Sandbach School, The Kings School (Cumberland Street) & The Kings School (Derby Fields)] that are based on education sites and are not used by the community. All sites have grass wickets and are used for school matches. There is already usage [Haslington CC & Sandbach CC] of the main cricket pitch at Sandbach School which is supported by a pavilion. There is also some usage of The Kings School's pitches but this is informal for tournaments [Prestbury CC] or occasional additional matches.

Across the six pitches there 39 wickets that offer a theoretical carry capacity of 195 – 273 match equivalents per season. There is capacity in the peak period however there is likely to be issues with ancillary facilities required for senior cricket. They may be more suitable for providing junior matches and tournaments where additional facilities are provided. The main pitch at The Kings School (Cumberland Street) does have the facilities required to play adult matches so could be used to increase capacity for teams in Macclesfield.

There are also five sites [All Hallows Catholic College, Alsager School (Alsager LC), Malbank School & Sixth Form College, Marton Primary & Sandbach School] that have non turf wickets that are available but unused. None have been assessed but could offer additional provision for junior matches.

Conclusions

This section will consider the extent in which current provision can accommodate current and future demand.

As illustrated earlier there is no actual spare capacity within the peak period. There is however 17 grounds that have 52.1 wickets of potential capacity outside of the peak period.

In addition there is the potential to utilise non turf wickets for junior provision. Spare capacity exists on these wickets however 11 of the sites with non turf wickets are experiencing overplay on the grass wickets.

The table 4.15 overleaf illustrates actual spare capacity within the peak period (Saturday afternoon) against overplay and the future demand illustrated using team generation rates. In order to quantify capacity an average square of ten wickets (50 – 70 match equivalent sessions) has been used.

Looking at current demand there is an overall shortfall of 88 wickets across Cheshire East through overplay. There is shortfall in all analysis areas during the peak period (Saturday afternoons).

When analysing future demand there is an additional demand for 33 wickets to cater for the calculated future needs. This calculation is based on the future population anticipated in Cheshire East and does not include participation trends in cricket which has illustrated a decline.

Table 4.15 - Current & future capacity of cricket grounds in Cheshire East

Analysis Area	Supply	Current Demand		Future	
	Spare Capacity	Overplay	Total	Demand	Total
	cricket grounds (based on 10 wickets each)				
Congleton	0	2.3	-2.3	0.9	-3.2
Crewe	0	0.8	-0.8	0.3	-1.1
Knutsford	0	0.9	-0.9	0.5	-1.4
Macclesfield	0	1.6	-1.6	0.3	-1.9
Nantwich	0	1.6	-1.6	0.4	-2
Poynton	0	1.4	-1.4	0.1	-1.5
Wilmslow	0	1.1	-1.1	0.5	-1.6
Cheshire East	0	8.8	-8.8	3.3	-12.1

Potential Actions Required

Preventing overplay

22 pitches on 21 sites are currently overplayed however 11 of the sites have non turf facilities that could support junior competitive play and help reduce or alleviate overplay at the sites.

The other 10 pitches that are overplayed could consider options to explore provision of a non turf wicket at their sites to support competitive junior play and senior practice.

Non turf practice facilities

A number of clubs are currently using grass wickets to practice on. This usage is having an effect on carry capacity and this is a particular issue at the nine overplayed sites that are using grass wickets to practice on. As illustrated previously there is the potential to free up 15 wickets across Cheshire East through the provision of non turf practice facilities at the sites identified.

Accommodating future demand

It is anticipated that the future demand calculated could be catered for outside of the peak period at selected grounds across Cheshire East. There are issues with capacity in the peak period with no grounds illustrating capacity therefore senior cricket would need to be scheduled on Sundays and midweek.

In addition by preventing overplay through the utilisation of non turf pitches for junior play and developing and updating non turf practice more site could have potential capacity to cater for future demand.

Cricket Summary

- In total there are 60 sites containing 65 playing pitches in Cheshire East. On these sites there are 524 cricket and 33 artificial wickets.
- 40 sites (67%) are used by community clubs. All of those not used by community clubs are based on education sites.
- There are 44 'good' quality pitches (68%) and a further 21 'standard' quality pitches (32%) in Cheshire East. There are not any 'poor' quality pitches.
- There are 39 cricket clubs with 268 teams in Cheshire East. 31 clubs (79%) have junior sections.
- There is no actual spare capacity. 17 pitches are identified as having spare capacity however none of these are accessible in the peak period therefore it is not actual spare capacity.
- 22 pitches are overplayed, an additional 87.5 wickets would be required to accommodate all of the match equivalent sessions identified.
- Population projections suggest:
 - An additional 12 junior teams that would require an additional 96 matches (8 matches per season) which equates to 14 pitches or 1.4 squares (10 pitches per square).
 - An additional 9 senior teams that would require an additional 90 matches (10 matches per season) which equates to 18 pitches or 1.8 squares (10 pitches per square).
 - The area with the biggest increase in demand is Congleton [6.2 teams, 54 matches & 9 pitches] followed by Wilmslow [3 teams, 27 matches & 5 pitches] and Knutsford [2.9 teams, 26 matches & 5 pitches].

5. Football

Introduction

Cheshire FA is the primary body responsible for the administration and development of football in Cheshire East. In terms of administration it covers discipline, rules and regulations, cup competitions and representative matches, development of clubs and facilities, volunteers, referees, coaching courses and delivering national football schemes. Other elements of administration including league organisation and refereeing is often managed separately.

FA Youth Development Review

The FA has consulted widely and has been encouraged to produce pitch size guidance for mini soccer, youth and senior football. Playing smaller-sided games has been proved to give children an increased number of touches of the ball, also providing more goals and scoring attempts, more one-v-one encounters and more chance to attempt dribbling skills. It is this increased contact time with the ball that the FA believe will help children enjoy the game more while providing them with better preparation for the 11-a-side a game. The introduction of 9v9 football, by the FA, is designed to help bridge the gap between mini soccer at U10s and 11-a-side at U11s and will see the introduction of a new intermediate sized pitch.

The new formats have been adopted within Cheshire East with some facilities being adapted or being over marked. It should be noted that over marking of natural turf pitches is not desirable because it affects the capacity, quality and accessibility of those pitches. The sizes for each age groups is illustrated in table 5.1 below.

Table 5.1 – Football playing pitch sizes from FA Youth Development Review

Age	Format	Pitch Size (length x width)		Recommended size of goal posts (height x width)	
		metres	yards	metres	feet
Mini Soccer	U7/U8	5 v 5	37 x 27	40 x 30	1.83 x 3.66 6 x 12
	U9/U10	7 v 7	55 x 37	60 x 40	
Youth	U11/U12	9 v 9	73 x 46	80 x 50	2.13 x 4.88 7 x 16
	U13/U14	11 v 11	82 x 50	90 x 55	2.13 x 6.40 7 x 21
	U15/U16		91 x 55	100 x 60	2.44 x 7.32 8 x 24
	U17/U18		100 x 64	110 x 70	
Senior Football					

Consultation

All clubs in Cheshire East were consulted by an electronic questionnaire sent out to the main club contacts as identified by Cheshire Football Association Development Manager Alex Bedford.

Supply

There are 324 grass football pitches in Cheshire East situated across 187 sites. Of these 252 are available for community use which equates to 78% of the pitches being available for community use. The analysis area with the most sites and pitches available for community use and used is Congleton. These findings are illustrated in table 5.2 and on a site by site basis in table 5.3 below.

Table 5.2 - Summary of Football Pitches across all sites in Cheshire East

Analysis Area	Available & Used		Available & Unused		Not Available	
	Sites	Pitches	Sites	Pitches	Sites	Pitches
Congleton	24	51	20	30	16	19
Crewe	9	24	7	11	14	18
Knutsford	7	18	3	4	1	1
Macclesfield	20	29	4	5	12	17
Nantwich	10	19	9	13	9	9
Poynton	11	18	1	2	2	5
Wilmslow	10	20	5	8	3	4
Cheshire East	91	179	49	73	57	73

Table 5.3 - Site Specific Summary of Football Pitches across Cheshire East

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11 v 11	9 v 9	7 v 7	5 v 5
1	Acton Primary	Nantwich	Not Available				1	
2	Adlington Primary	Macclesfield	Not Available					1
3	Alderley Edge Community Primary	Wilmslow	Unused				1	
5	Alderley Park	Knutsford	Used	1	1			
7	All Hallows Catholic College	Macclesfield	Not Available		2			
9	Alsager Highfields Primary	Congleton	Unused					1
10	Alsager School (Alsager LC)	Congleton	Used	1	1			
			Unused		1			
12	Ash Grove Academy	Macclesfield	Used				1	
13	Ashdene Primary	Wilmslow	Unused					1
15	Astbury St Mary's CE Primary	Congleton	Not Available					1
17	Audlem Playing Fields	Nantwich	Used	1				
18	Audlem St James' CE Primary	Nantwich	Not Available				1	
19	Back Lane Playing Fields	Congleton	Used	2	1			
			Unused	1	1		1	
20	Barnaby Road Playing Fields	Poynton	Used	1				
21	Barony Sports Complex	Nantwich	Used	3		2		
22	Beech Hall School	Macclesfield	Used	1				
23	Beechwood Primary	Crewe	Unused					1
24	Bickerton Holy Trinity Primary	Nantwich	Unused					2
25	Black Firs Primary	Congleton	Unused				1	

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11 v 11	9 v 9	7 v 7	5 v 5
26	Bollinbrook Primary	Macclesfield	Used			1		
27	Bollington ATAX Playing Fields	Macclesfield	Used			1		
28	Bollington Cross Playing Field	Macclesfield	Used	1				
29	Bollington Recreation Ground	Macclesfield	Used	1				
30	Bollington St John's Primary	Macclesfield	Not Available			1		
31	Booth Street Ground (Congleton Town)	Congleton	Used	1				
33	Brereton Primary	Congleton	Unused				1	
34	Bridgemere Primary	Nantwich	Unused				1	
35	Brine Leas School	Nantwich	Unused		3	1		
36	Broken Cross Community School	Macclesfield	Used				1	
37	Broken Cross Playing Fields	Macclesfield	Not Available		2			
38	Buglawton Primary	Congleton	Used				1	
39	Bunbury Aldersley Primary	Nantwich	Unused			1		
41	Bunbury Playing Field	Nantwich	Used	1		1		
42	Calveley Primary	Nantwich	Not Available					1
43	Carnival Field	Wilmslow	Used	1				
44	Cedar Avenue	Congleton	Used			1		
47	Chorley Hall	Wilmslow	Used			1		
48	Christ The King Primary	Macclesfield	Used			1		
49	Cledford Primary	Congleton	Unused			1		
50	Congleton High School	Congleton	Used	1	3			
53	Congleton Road Playing Fields	Macclesfield	Used	3		2		
54	Cranage Playing Fields	Congleton	Used	1				
			Unused		1			
55	Cranberry Academy	Congleton	Not Available					2
58	Cumberland Sport Arena (Main)	Crewe	Used	2		1		
59	Daven Primary	Congleton	Unused				1	
60	Dean Oaks Primary	Wilmslow	Not Available				1	
61	Deva Close	Poynton	Used	2		1		
62	Disley Amalgamated Sports Club	Poynton	Used	2				
63	Disley Primary	Poynton	Not Available				1	
64	Eaton Bank Academy	Congleton	Used		2	2		4
65	Egerton Youth Club	Knutsford	Used	4			2	
67	Elworth Hall Primary	Congleton	Unused				1	
68	Elworth Primary	Congleton	Not Available				2	
69	Eric Swan Sports Ground	Crewe	Used	1		1		
70	Excalibur Primary	Congleton	Not Available				1	

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11 v 11	9 v 9	7 v 7	5 v 5
71	Fallibroome Academy	Macclesfield	Not Available	1				
72	Forge Fields	Congleton	Used	1				
73	Goostrey Playing Fields	Congleton	Used	1			1	
74	Goostrey Primary	Congleton	Not Available				1	
76	Gresty Road (Crewe Alex)	Crewe	Not Available	1				
78	Haslington Playing Fields	Crewe	Used		1			
			Unused	1				
79	Haslington Primary	Crewe	Unused					1
80	Havannah Primary	Congleton	Not Available					1
81	Hazelbadge Road Playing Field	Poynton	Used	1				
82	Hermitage Primary	Congleton	Used		1			
83	Highfields Community Primary	Nantwich	Unused				1	
84	Hollinhey Primary	Macclesfield	Used		1			
85	Holmes Chapel Cricket Club	Congleton	Used					1
86	Holmes Chapel Leisure Centre	Congleton	Used		2			
87	Holmes Chapel Primary	Congleton	Used			1		
			Unused				1	
88	Hungerford Primary	Crewe	Unused				1	
89	Hurdsfield Community Primary	Macclesfield	Not Available			1		
90	Ivy Bank Primary	Macclesfield	Not Available			1		
91	Jim Evison Playing Fields	Wilmslow	Used		3	2	2	
92	Kerridge Cricket Club	Macclesfield	Used	1				
93	King George V Playing Field (Macclesfield)	Macclesfield	Used	1				
94	King George V Playing Fields (Crewe)	Crewe	Used	6		1		
95	Knutsford Academy	Knutsford	Used		4			
			Unused	1				
97	Lacey Green Pavilion	Wilmslow	Used	2				
98	Lacey Green Primary Academy	Wilmslow	Used				2	1
100	Legends Health & Leisure Centre	Crewe	Used	2				
101	Leighton Academy	Crewe	Not Available				2	
102	Lindow Community Primary	Wilmslow	Used				2	
104	Little Bollington Primary	Knutsford	Not Available				1	
105	Lostock Hall Primary	Poynton	Used				1	
106	Lower Park Primary	Poynton	Unused				2	
107	Mablins Lane Community Primary	Crewe	Not Available				1	

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11 v 11	9 v 9	7 v 7	5 v 5
110	Malbank School & Sixth Form College	Nantwich	Used		2			
111	Manchester Metropolitan University (Alsager)	Congleton	Used	2	1			
		Congleton	Not Available	2			1	
113	Manchester Road [Knutsford FC]	Knutsford	Used	1				
114	Manor Park Primary & Nursery	Knutsford	Unused				2	
115	Marlfields Primary	Congleton	Used				2	
117	Mary Dendy Playing Fields	Knutsford	Used	3				
120	Middlewich High School	Congleton	Used		1			
121	Middlewich Primary	Congleton	Not Available				2	
122	Millfields Primary	Nantwich	Not Available				1	
123	Milton Park	Congleton	Unused		1			
125	Monks Coppenhall Primary	Crewe	Not Available				1	
126	Moss Rose (Macclesfield Town)	Macclesfield	Not Available	1				
127	Mossley CE Primary	Congleton	Not Available				1	
129	Mount Vernon	Poynton	Used	1				
131	Nether Alderley Primary	Macclesfield	Unused					1
132	Newtown Playing Field	Poynton	Used	1				
134	Offley Primary	Congleton	Not Available				1	
137	Pear Tree Primary	Nantwich	Unused					1
138	Pebble Brook Primary	Crewe	Not Available				1	
139	Peover Playing Fields	Knutsford	Used	1				
140	Peover Superior Endowed Primary	Knutsford	Unused			1		
141	Pikemere School	Congleton	Unused				1	
144	Poynton High School	Poynton	Not Available	1	2	1		
145	Poynton Sports Club	Poynton	Used	1				
147	Prestbury Playing Fields	Macclesfield	Used				1	
148	Puss Bank Primary	Macclesfield	Used				2	
149	Radbroke Hall	Knutsford	Used	1				
150	Rainow Primary	Macclesfield	Not Available				1	
151	Reaseheath College	Nantwich	Used	2				
152	Rode Heath Primary	Congleton	Not Available				1	
155	Rugby Drive Playing Fields	Macclesfield	Used	2				
156	Ruskin Sports College	Crewe	Used	1				
			Unused		2			
157	Sandbach Community Football Centre	Congleton	Used	5	3			
158	Sandbach	Congleton	Unused			1		

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11 v 11	9 v 9	7 v 7	5 v 5
	Community Primary							
162	Sandbach School	Congleton	Unused		4			
163	Scholar Green Primary	Congleton	Unused				1	
164	Seddon Street Ground	Congleton	Used	1				
165	Shavington High School	Crewe	Used	2	1			
166	Shavington Primary	Crewe	Unused				1	
167	Sir William Stanier Leisure Centre	Crewe	Used		4			
168	Smallwood Primary	Congleton	Unused			1		
169	Sound & District Primary	Nantwich	Not Available				1	
170	South Cheshire College	Crewe	Used	1				
171	St Alban's Catholic Primary	Macclesfield	Unused			1		
172	St Anne's Catholic Primary	Nantwich	Not Available					1
173	St Anne's Fulshaw Primary	Wilmslow	Unused				1	1
174	St Benedict's Catholic Primary	Wilmslow	Used				1	
175	St Gabriel's Catholic Primary	Congleton	Not Available					1
176	St John's Primary	Congleton	Not Available				1	
177	St Mary's Primary (Congleton)	Congleton	Not Available				1	
178	St Mary's Primary (Crewe)	Crewe	Not Available				1	
179	St Mary's Primary (Middlewich)	Congleton	Used			1		
180	St Michael's Community Academy	Crewe	Not Available				1	
181	St Oswald's Worleston Primary	Nantwich	Unused			1		
182	St Paul's Catholic Primary	Poynton	Used				2	
183	St Thomas More Catholic High School	Crewe	Not Available		1	1		
184	Stapeley Broad Lane Primary	Nantwich	Not Available				1	
185	Styal Football Club	Wilmslow	Used	1				
186	Styal Primary	Wilmslow	Unused					1
187	Sutton Lane	Congleton	Used	2				
			Unused	1		1	2	
188	Terra Nova School	Congleton	Used				2	
			Unused		2			
189	The Berkeley Primary	Crewe	Not Available				1	
190	The Dingle Primary	Crewe	Not Available				1	
191	The Edge Hockey	Wilmslow	Not Available		1	1		

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11 v 11	9 v 9	7 v 7	5 v 5
	Centre							
192	The Goodwill Hall (Faddiley Common)	Nantwich	Used	1				
195	The Kings School (Fence Avenue)	Macclesfield	Not Available		3			
196	The Macclesfield Academy	Macclesfield	Used	1	2	1		
197	The Marlborough Primary	Macclesfield	Used				1	
198	The Oaks Academy (King's Grove School)	Crewe	Unused		3	1		
199	The Peacock	Nantwich	Used		2			
200	The Quinta Primary (Academy)	Congleton	Used				1	
201	The Weaver Stadium (Nantwich Town)	Nantwich	Used	1				
202	Tytherington High School (Beech Lane)	Macclesfield	Unused		2			
203	Tytherington High School (Main)	Macclesfield	Not Available		1			
204	Upcast Lane Football Pitch	Wilmslow	Used		1			
205	Upton Priory Primary	Macclesfield	Used				1	
			Unused			1		
206	Vernon Primary	Poynton	Used			1	1	1
207	Victoria Park	Macclesfield	Used	1				
208	Vine Tree Primary	Crewe	Not Available				1	1
209	Warmingham Primary	Congleton	Not Available				1	
210	Weaver Primary	Nantwich	Unused					1
212	Weston Playing Field	Macclesfield	Used	1				
213	Weston Village Primary	Crewe	Not Available				1	
214	Wheelock Playing Field	Congleton	Unused	1				
215	Wheelock Primary	Congleton	Not Available				1	
216	Whirley Primary	Macclesfield	Not Available				2	
217	Willaston Primary	Nantwich	Not Available				1	
218	Willaston White Star FC	Nantwich	Used	1				
219	Wilmslow Grange Primary	Wilmslow	Not Available				1	
221	Wilmslow High School	Wilmslow	Not Available	1	2			
223	Wilmslow Phoenix	Wilmslow	Used	1				
225	Wistaston Church Lane Primary	Crewe	Not Available				1	1
226	Wistaston Green Primary	Crewe	Not Available				1	
227	Wood Park	Congleton	Unused		2			
228	Wood Park Stadium (Alsager Town)	Congleton	Used	1				
229	Woodcocks Well CE	Congleton	Not Available					1

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches				
				Adult	Junior		Mini	
					11v11	9v9	7v7	5v5
	Primary							
230	Worth Primary	Poynton	Used					2
231	Wrenbury Primary	Nantwich	Not Available			1		
232	Wrenbury Recreation Ground	Nantwich	Used	2				
233	Wybunbury Delves Primary	Nantwich	Unused					1
Totals				94	73	41	85	32

Disused Sites

There are five sites which are classed as disused for football. They have been used for football within the past five years. They are:

- Brookhouse Playing Field – 1 Adult 11v11 pitch
- Brookfield Park – 1 Adult 11v11 pitch
- Portland Drive – 1 Adult 11v11 pitch
- St Johns Road – 1 Adult 11v11 pitch and 1 Junior 11v11 pitch
- Wybunbury Playing Fields – 1 Junior 9v9 pitch

There are an additional six sites that can also be classed as disused however are situated in parks and are more commonly used as informal playing areas. All are owned by Cheshire East Council and are maintained in line with their public open space maintenance schedules. They contain goalposts but cannot currently be booked for matches. If demand was there this could be offered as a playing pitch. They are:

- Green Street [Bradwall Road] – 1 Mini 7v7 pitch
- Hassall Road – 1 Junior 11v11 pitch
- Joey The Swan Playing Fields – 1 Junior 9v9 pitch and 1 Mini 7v7 pitch
- Lanark Walk – 1 Mini 7v7 pitch
- Mablins Lane Playing Field – 1 Mini 7v7 pitch
- McLaren Street Playing Fields – 1 Mini 7v7 pitch

Lapsed Sites

There are three sites which are classed as lapsed for football. They have not been used for football within the past five years. They are:

- Bisto FC – 1 Adult 11v11 pitch
- Cranage Hall – 1 Mini 7v7 pitch
- Crewe Hall – 1 Adult 11v11 pitch

New Sites

There is one new site for football. It is:

- Jasmine Park – 2 junior pitches and changing pavilion

Proposed Sites

There are three proposed sites for football. They are:

- Alderley Park
- Back Lane Playing Fields
- Manchester Metropolitan University (Alsager)

There is also a planning application for the Manchester Metropolitan University (Alsager) site that will include grass football pitch provision and a 3G AGP.

In addition discussions and feasibility studies are taking place regarding the development of the Alderley Park site.

Back Lane forms part of a strategic site in Congleton that is at the early planning stage. This will include football and rugby.

Ownership / Management

There are a number of pitch providers in Cheshire East. The largest is the council who manage their pitches through an outsourcing arrangement with ANSA. ANSA were previously part of Cheshire East Council and were set up as part of an initiative to privatise priority services. There has been criticism for the quality and maintenance of these pitches as there is minimal end of season work and inadequate drainage. In order to prevent deterioration ANSA have enforced closures of all pitches when this has been recommended by grounds staff. Other pitch providers include schools, academies, private sports clubs, parish councils and the leisure trust [Everybody Sport & Recreation].

Quality

The quality of football pitches has been assessed via a combination of site visits using non-technical assessments, the expertise of Cheshire FA staff and user consultation to reach and apply an agreed rating. The quality of the pitches across Cheshire East are summarised in table 5.3 below.

The majority of football pitches in Cheshire East are classed as 'standard' with 249 out of 325 (77%). There are 19 'good' pitches and 57 'poor' pitches. The gradings are broken down by analysis area in table 5.3 below and by each individual site in tables 5.7 and 5.8 in the capacity analysis section.

Table 5.3 - Pitch quality breakdown of pitches available for community use

Analysis Area	Senior Pitches			Youth Pitches (9v9 & 11v11)			Mini Pitches (5v5 & 7v7)			All Pitches		
	Good	Standard	Poor	Good	Standard	Poor	Good	Standard	Poor	Good	Standard	Poor
Congleton	7	14	1	6	23	7	0	38	4	13	74	12
Crewe	2	14	1	0	13	4	0	14	5	1	41	10
Knutsford	0	11	0	0	4	2	0	5	0	0	20	2
Macclesfield	1	9	5	0	15	10	0	9	3	0	33	18
Nantwich	3	9	0	0	14	0	0	12	3	3	35	3
Poynton	0	6	4	0	2	3	0	7	3	0	15	10
Wilmslow	0	6	0	0	11	1	0	13	1	0	30	2
Cheshire East	13	69	11	6	81	27	0	98	19	17	248	57

Good quality pitches are typically found where there is a dedicated groundsman looking after them, often on club sites. They are:

- Cumberland Arena
- Gresty Road (Crewe Alexandra)
- Moss Rose (Macclesfield Town)
- Reaseheath College
- Sandbach Community Football Centre
- Sandbach School
- Seddon Street Ground
- The Weaver Stadium (Nantwich Town)
- Wood Park Stadium (Alsager Town)

A number of these sites are not currently used by the community however in most cases due to the condition there is capacity at the sites for additional play.

Poor scoring pitches are located on local authority facilities and education sites. They are located at the following sites that are used by community clubs:

- Back Lane Playing Fields
- Barnaby Road Playing Fields
- Holmes Chapel Leisure Centre
- Jim Evison Playing Fields
- Kerridge Cricket Club
- King George V Playing Field (Macclesfield)
- King George V Playing Fields (Crewe)
- Knutsford Academy
- Mount Vernon
- Newtown Playing Field
- Sir William Stanier Leisure Centre
- The Macclesfield Academy
- Vernon Primary
- Victoria Park
- Weston Playing Field

Key issues at these sites are poor drainage and maintenance schedules. There are also pitches at some of these sites that are rated as 'standard'.

Ancillary Facilities

The non-technical assessments assessed the ancillary facilities servicing pitches. 48% pitches (155) are not served by any ancillary facilities. These are typically on education sites or some sites owned by the local authority. Of those pitches that are serviced by ancillary facilities there are 15 'good' (%), 53 'standard' and 106 'poor'.

Changing facilities are an issue for many clubs especially those using council owned sites where the facilities are not up to modern standards and at some sites are not available. A number of clubs are keen to explore potential opportunities to access dedicated sites with multiple pitches with good quality ancillary facilities. This is a particular want of the multi team clubs with substantial junior sections where as well as changing provision they would like a kitchen to serve refreshments from as well as an area to store equipment.

Demand

There are a total of 129 clubs with 498 teams in Cheshire East in the 2013/14 season. There are the largest number of teams in Congleton which also has the most number of teams in all categories. This is due to having at least one club offering junior provision in each town (Alsager, Congleton, Holmes Chapel, Middlewich and Sandbach). There are larger numbers of clubs in both Crewe and Macclesfield however these tend to be smaller often single team clubs.

There are 41 teams that regularly play fixtures on 3G pitches. They are primarily junior teams participating in the Alex Soccer Centre League however there is also usage of 3G pitches in the South Cheshire Youth League. Four senior teams play regularly on 3G, they are; Alex Soccer Centre U18 Girls, two Nantwich Town teams and Ocean Wanderers. In addition we were told that additional matches take place on 3G to support grass pitches in particular at Nantwich Town and Sandbach United, if conditions and long term preservation of pitches dictate. This is a trend that is anticipated to increase in the future.

There are also four clubs with a total of ten teams from outside of Cheshire East that are using pitches. They are:

- Betley FC
- Hale United FC
- High Lane
- Stoke City FC

Both Crewe Alexandra and Macclesfield Town have been omitted from the assessment as they would not provide information during the survey. It has been recorded that Crewe Alexandra [Gresty Road] and Macclesfield Town [Moss Rose] are not available for community use. Some teams with links to these clubs including Macclesfield Ladies FC and some using Crewe Alex Soccer Centre have been included. Stoke City FC Under 21s have been included as at the time of the survey were using The Weaver Stadium (Nantwich Town) for their home games.

This is summarised by analysis area in table 5.4 below and by individual clubs in table 5.5 below.

Table 5.4 - Number of football clubs and teams in Cheshire East

Analysis Area	Number of clubs	Number of teams playing matches					
		Adult (16-45)		Youth (10-15)		Mini (6-9)	Total
		Men	Women	Boys	Girls		
Congleton	24	43	3	62	7	28	143
Crewe	35	37	1	27	0	13	78
Knutsford	10	20	1	15	2	5	43
Macclesfield	25	22	2	25	0	5	54
Nantwich	15	18	1	18	0	13	50
Poynton	9	18	2	18	0	15	53
Wilmslow	11	22	1	35	0	19	77
Cheshire East	129	180	11	200	9	98	498

Table 5.5 - Number of football teams by club in Cheshire East

Club Name	Analysis Area	Number of teams playing matches				
		Adult (16-45)		Youth (10-15)		Mini (6-9)
		Men	Women	Boys	Girls	
AFC Alsager	Congleton	2	0	9	0	1
AFC Barkode	Crewe	1	0	0	0	0
AFC Crewe Town	Crewe	1	0	1	0	2
AFC Leopard	Crewe	1	0	0	0	0
AFC Prestbury Nomads	Macclesfield	0	0	1	0	0
Alderley United FC	Wilmslow	1	0	9	0	3
Alex Soccer Centre FC	Crewe	1	1	1	0	0
Alsager Arms FC	Congleton	1	0	0	0	0
Alsager Cricket Club FC	Congleton	1	0	0	0	0
Alsager Town FC	Congleton	4	0	1	0	0
Athletico Macclesfield FC	Macclesfield	0	0	1	0	0
Audlem FC	Nantwich	1	0	0	0	0
Bank Corner FC	Congleton	1	0	0	0	0
Betley FC	None	3	0	5	0	0
Bexton	Knutsford	1	0	0	0	0
Bollington United JFC	Macclesfield	1	0	5	0	0
Bollington Veterans FC	Macclesfield	1	0	0	0	0
Boot And Shoe Villa FC	Nantwich	1	0	0	0	0
Britannia FC	Macclesfield	1	0	0	0	0
Brookfield Rangers FC	Crewe	1	0	1	0	0
Bunbury Youth FC	Nantwich	0	0	4	0	3
Chelford Vets FC	Knutsford	1	0	0	0	0
Cheshire Blades FC	Crewe	0	0	0	0	0
Cheshire Cougars FC	Crewe	0	0	0	0	1
Cheshire Phoenix	Wilmslow	0	0	1	0	0
Club AZ	Wilmslow	2	0	0	0	0
Congleton Athletic FC	Congleton	1	0	0	0	0
Congleton Rovers FC	Congleton	3	0	10	0	8
Congleton Town FC	Congleton	1	0	0	0	0
Congleton Vale Rovers FC	Congleton	1	0	0	0	0
Crewe Arrows FC	Crewe	0	0	2	0	1
Crewe Athletic FC	Crewe	1	0	0	0	0
Crewe Cavaliers	Crewe	0	0	3	0	2

Club Name	Analysis Area	Number of teams playing matches				
		Adult (16-45)		Youth (10-15)		Mini (6-9)
		Men	Women	Boys	Girls	
Crewe Cobras FC	Crewe	0	0	1	0	0
Crewe Corinthians FC	Crewe	1	0	0	0	0
Crewe FC	Crewe	4	0	4	0	2
Crewe Sharks FC	Crewe	0	0	0	0	1
Crewesaders FC	Crewe	0	0	1	0	0
Cricketers Arms FC	Congleton	1	0	0	0	0
Curshaws FC	Congleton	1	0	0	0	0
D & C Athletic FC	Wilmslow	1	0	0	0	0
Disley AFC	Poynton	2	0	0	0	0
Dolphin Inn FC	Wilmslow	1	0	0	0	0
Eagles FC	Crewe	0	0	0	0	2
Egerton FC	Knutsford	8	1	15	2	5
Faddiley FC	Nantwich	1	0	0	0	0
FC Dragons	Nantwich	2	0	0	0	0
FC Plumley Celtic	Knutsford	1	0	0	0	0
Golden Lion FC (Macclesfield)	Macclesfield	1	0	0	0	0
Golden Lion FC (Middlewich)	Congleton	1	0	0	0	0
Goostrey FC	Congleton	1	0	0	0	0
Goostrey Youth	Congleton	0	0	2	0	0
Haslington FC	Crewe	1	0	0	0	0
Hale United FC	None	3	0	2	0	0
Henbury & Broken Cross JFC	Macclesfield	0	0	1	0	0
High Lane	None	3	0	1	0	0
Higher Poynton FC	Poynton	1	0	0	0	0
Holmes Chapel Hurricanes FC	Congleton	3	0	6	0	4
Holy Trinity Hurdsfield FC	Macclesfield	1	0	0	0	0
Inter Macc FC	Macclesfield	2	0	1	0	0
Knutsford FC	Knutsford	4	0	0	0	0
Knutsford Shaw Heath FC	Knutsford	1	0	0	0	0
Lacey Green FC	Wilmslow	1	0	0	0	0
Leighton FC	Crewe	1	0	0	0	0
LLD Dynamo FC	Crewe	0	0	2	0	0
Lord Byron FC	Macclesfield	1	0	0	0	0
Lostock Rangers	Poynton	3	1	0	0	1
Macclesfield Boys Junior FC	Macclesfield	3	1	9	0	3
Macclesfield Ladies FC	Macclesfield	0	1	0	0	0
Macclesfield Panthers	Macclesfield	0	0	1	0	0
Macclesfield Saints JFC	Macclesfield	1	0	1	0	0
Macclesfield Team Parish FC	Macclesfield	1	0	0	0	0
Macclesfield Vets FC	Macclesfield	1	0	0	0	0
Mary Dendy FC	Knutsford	1	0	0	0	0
Middlewich Town FC	Congleton	4	0	7	0	2
MMU Cheshire FC	Crewe	13	0	0	0	0
Mobberley Rangers Veterans FC	Knutsford	1	0	0	0	0
Moulton Verdin FC	Congleton	1	0	0	0	0
Mow Cop Hornets FC	Congleton	1	0	0	0	0
Nantwich Pumas JFC	Nantwich	0	0	1	0	0
Nantwich Town FC	Nantwich	5	1	13	0	10
Nantwich Young Farmers FC	Nantwich	1	0	0	0	0
Navigation FC	Macclesfield	1	0	0	0	0
NHB FC	Nantwich	1	0	0	0	0

Club Name	Analysis Area	Number of teams playing matches				
		Adult (16-45)		Youth (10-15)		Mini (6-9)
		Men	Women	Boys	Girls	
Ocean Wanderers FC	Crewe	1	0	0	0	0
Pack Horse FC	Macclesfield	1	0	0	0	0
Park Royal FC	Macclesfield	0	0	1	0	0
Peover FC	Knutsford	1	0	0	0	0
Poynton FC	Poynton	3	0	0	0	0
Poynton Junior FC	Poynton	3	0	6	0	0
Poynton Legion FC	Poynton	2	0	0	0	0
Poynton Vets FC	Poynton	1	0	0	0	0
Poynton Workmens Club FC	Poynton	1	0	0	0	0
Prestbury FC	Macclesfield	1	0	0	0	0
Queens Macclesfield FC	Macclesfield	1	0	0	0	0
Radbroke Hall FC	Knutsford	1	0	0	0	0
Railway Hotel Cr FC	Nantwich	1	0	0	0	0
Railway Inn FC	Congleton	1	0	0	0	0
Railway View FC	Macclesfield	1	0	0	0	0
Red Dot FC	Crewe	0	0	1	0	0
Richmond Rovers FC	Poynton	1	0	7	0	11
Rising Sun FC	Crewe	1	0	0	0	0
Rookery Rangers FC	Crewe	1	0	0	0	0
Ruskin Park Rovers FC	Crewe	0	0	5	0	2
Salvador FC	Nantwich	1	0	0	0	0
Sandbach Athletic FC	Sandbach	0	0	1	0	0
Sandbach Town FC	Congleton	2	0	0	0	0
Sandbach United FC	Congleton	8	2	18	4	8
Santa Maria	Crewe	1	0	0	0	0
Semtex FC	Crewe	1	0	0	0	0
Square One FC	Crewe	1	0	0	0	0
Stoke City FC	None	1				
Styal FC	Wilmslow	3	0	0	0	0
Sydney Arms FC	Crewe	1	0	0	0	0
The Cougars FC	Crewe	1	0	0	0	0
Tytherington Juniors FC	Macclesfield	3	0	4	0	2
Vale Hoppers FC	Congleton	1	0	0	0	0
Vale Juniors FC	Congleton	3	1	8	3	5
Westlands FC	Wilmslow	1	0	0	0	0
Weston Rangers FC	Macclesfield	1	0	0	0	0
Wick FC	Nantwich	1	0	0	0	0
Wickstead FC	Nantwich	1	0	0	0	0
Willaston White Star FC	Nantwich	1	0	0	0	0
Wilmslow Albion FC	Wilmslow	4	0	0	0	0
Wilmslow Sports Community FC	Wilmslow	3	0	7	0	7
Wilmslow Town FC	Wilmslow	5	1	18	0	9
Wistaston Athletic FC	Crewe	2	0	3	0	0
Wistaston Blackcats FC	Crewe	0	0	1	0	0
Wistaston United FC	Crewe	1	0	0	0	0
Wistaston Wolves FC	Crewe	0	0	1	0	0
Wrenbury FC	Nantwich	1	0	0	0	0

Unmet Demand

Unmet demand is existing demand that cannot access pitches to play either on a club-by-club basis or a league that has a waiting list. There are no examples of this raised by the clubs in Cheshire East

Displaced Demand

Displaced demand refers to Cheshire East teams that are currently accessing pitches outside of the area for their home fixtures, normally because their pitch requirements cannot be met, which is usually because of pitch supply, quality or league availability issues.

In total there are 8 clubs and a total of 38 teams that are displaced in Cheshire East. In most cases it is a result of the competition that the clubs are competing in being in a neighbouring authority area. These include the Timperley & District Junior Football League in Stockport and Trafford (Alderley United FC, Lostock Rangers, Wilmslow Sports Community FC and Wilmslow Town FC).

It is seemingly an issues for girls provision in Cheshire East as there are not any leagues with the area, the two leagues accessed are in Northwich (Cheshire Girls Football League) and Stoke-on-Trent (North Staffs Lads & Dads - Girls section)

Richmond Rovers are registered in Cheshire East but also have links to neighbouring Stockport with a lease agreement on Norbury Playing Fields that is used by the club as a base with play mixed between Poynton and Stockport. They also have to train extensively outside of Cheshire East due to lack of provision within the area.

Mow Cop Hornets are registered as a Cheshire East team however they are on the border with Staffordshire and play in Kidsgrove as it is closer than alternative options available in Cheshire East.

The table 5.6 below illustrates the latent demand illustrated by the clubs.

Table 5.6 - Displaced demand in football

Club Name	Analysis Area	Number of teams playing matches				
		Adult (16-45)		Youth (10-15)		Mini (6-9)
		Men	Women	Boys	Girls	
Alderley United FC	Wilmslow	0	0	4	0	2
Egerton FC	Knutsford	0	0	0	2	0
Lostock Rangers	Poynton	3	1	0	0	0
Mow Cop Hornets FC	Congleton	1	0	0	0	0
Richmond Rovers	Poynton	1	1	5	0	3
Vale Juniors FC	Congleton	0	1	0	3	1
Wilmslow Sports Community FC	Wilmslow	0	0	0	0	5
Wilmslow Town FC	Wilmslow	0	0	0	0	5

There are also other examples of perceived displacement within Cheshire East that are not captured within the analysis. Examples of this include central venue leagues such as the South Cheshire Youth League that has clubs travelling between Congleton, Crewe and Nantwich for fixtures.

Latent Demand

Clubs were asked if more pitches were available on site or locally whether they would have more teams. No clubs illustrated that pitch capacity was the issues

hindering the amount of teams playing. A number of clubs have illustrated a plan to develop more teams in the future which is picked up in the capacity analysis.

Sport England's Market Segmentation tool allows analysis of the 'the percentage of adults that would like to participate in football but are not currently doing so' – latent demand for football. It identifies at a latent demand 3,692 people. The highest segment that would like to participate is Ben [Competitive Male Urbanites] at 27.6% which is 1020 people. 6.4% of females (238) would like to take part in football with the highest segment being Chloe [Fitness Class Friends] with 91 (2.5%).

Capacity Analysis

The capacity for pitches to regularly provide for competitive play, training and other activity over a season is most often determined by quality. As a minimum, the quality and therefore the capacity of a pitch affects the playing experience and people's enjoyment of playing football. In extreme circumstances it can result in the inability of the pitch to cater for all or certain types of play during peak and off peak times.

As a guide, The FA has set a standard number of matches that each grass pitch type should be able to accommodate without adversely affecting its current quality (pitch capacity).

Senior pitches		Youth pitches		Mini pitches	
Pitch quality	Matches per week	Pitch quality	Matches per week	Pitch quality	Matches per week
Good	3	Good	4	Good	6
Standard	2	Standard	2	Standard	4
Poor	1	Poor	1	Poor	2

Education sites

To account for curricular/extra-curricular use of education pitches it is likely that the carrying capacity at such sites will need to be adjusted. The only time this would not happen is when a school does not use its pitches at all and the sole use is community based use.

Where local information is available from a school and/or users, an informed judgement has been made to adjust the pitch capacity to one which reflects the carrying capacity for community use.

The following capacity table has been used to identify the carrying capacity of pitches at education sites where there is no information available on school usage and the ability of pitches to carry additional community use.

Senior pitches		Youth pitches		Mini pitches	
Pitch quality	Matches per week	Pitch quality	Matches per week	Pitch quality	Matches per week
Good	2	Good	3	Good	5
Standard	1	Standard	1	Standard	3
Poor	0	Poor	0	Poor	1

This information is used to allocate capacity ratings as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain
Overused	Play exceeds the level the site can sustain

Peak Period

The peak period has been identified as Sunday mornings for participation in both junior and senior football.

Table 5.7 – Site specific football usage at each site currently available for community use and used

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
5	Alderley Park	Knutsford	Used	Unsecure	1	Adult	Standard	0.5	2	1.5
					1	Youth 11v11	Standard	0.5	2	1.5
10	Alsager School (Alsager LC)	Congleton	Used	Unsecure	1	Adult	Standard	1.5	2	0.5
					1	Youth 11v11	Standard	1.5	2	0.5
12	Ash Grove Academy	Macclesfield	Used	Unsecure	1	Mini 7v7	Standard	1.5	4	2.5
17	Audlem Playing Fields	Nantwich	Used	Secure	1	Adult	Standard	0.5	2	1.5
19	Back Lane Playing Fields	Congleton	Used	Secure	2	Adult	Standard	2	4	2
					1	Youth 11v11	Poor	1	1	0
20	Barnaby Road Playing Fields	Poynton	Used	Secure	1	Adult	Poor	1	1	0
21	Barony Sports Complex	Nantwich	Used	Secure	3	Adult	Standard	3	6	3
					2	Youth 9v9	Standard	1	4	3
22	Beech Hall School	Macclesfield	Used	Unsecure	1	Adult	Standard	1.5	2	0.5
26	Bollinbrook Primary	Macclesfield	Used	Unsecure	1	Youth 9v9	Standard	2	2	0
27	Bollington ATAX Playing Fields	Macclesfield	Used	Secure	1	Youth 9v9	Standard	1	2	1
28	Bollington Cross Playing Field	Macclesfield	Used	Secure	1	Adult	Standard	2.5	2	-0.5
29	Bollington Recreation Ground	Macclesfield	Used	Secure	1	Adult	Standard	2.5	2	-0.5
31	Booth Street Ground (Congleton Town)	Congleton	Used	Secure	1	Adult	Standard	2	2	0
41	Bunbury Playing Field	Nantwich	Used	Secure	1	Adult	Standard	1.5	2	0.5
					1	Youth 9v9	Standard	2	2	0
43	Carnival Field	Wilmslow	Used	Secure	1	Adult	Standard	2	2.5	-0.5
44	Cedar Avenue	Congleton	Used	Secure	1	Youth 9v9	Standard	2	2	0
47	Chorley Hall	Wilmslow	Used	Secure	1	Youth 9v9	Standard	1.5	2	0.5
48	Christ The King Primary	Macclesfield	Used	Unsecure	1	Youth 9v9	Standard	1.5	2	0.5
51	Congleton High School	Congleton	Used	Unsecure	1	Adult	Standard	3	2	-1
					3	Youth 11v11	Standard	9	6	-3
53	Congleton Road Playing Fields	Macclesfield	Used	Secure	3	Adult	Standard	5	6	1
					2	Youth 9v9	Standard	1	4	3
54	Cranage Playing Fields	Congleton	Used	Secure	1	Adult	Standard	1	2	1
58	Cumberland Sport Arena	Crewe	Used	Secure	1	Adult	Good	0.5	3	2.5

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
	(Main Pitch & Razzer)				1	Adult	Standard	2	2	0
					1	Youth 9v9	Standard	2	2	0
61	Deva Close	Poynton	Used	Secure	2	Adult	Standard	4	2	2
					1	Youth 9v9	Standard	2	2	0
62	Disley Amalgamated Sports Club	Poynton	Used	Secure	2	Adult	Standard	2	4	2
64	Eaton Bank Academy	Congleton	Used	Unsecure	2	Youth 11v11	Standard	4	4	0
					2	Youth 9v9	Standard	4	4	0
					4	Mini 5v5	Standard	6	16	10
65	Egerton Youth Club	Knutsford	Used	Secure	4	Adult	Standard	8	11	-3
					2	Mini 7v7	Standard	2	8	6
69	Eric Swan Sports Ground	Crewe	Used	Secure	1	Adult	Standard	1.5	2	0.5
					1	Youth 9v9	Standard	3	2	-1
72	Forge Fields	Congleton	Used	Secure	1	Adult	Standard	1	2	1
73	Goostrey Playing Fields	Congleton	Used	Secure	1	Adult	Standard	1	2	1
					1	Mini 7v7	Standard	0.5	4	3.5
78	Haslington Playing Fields	Crewe	Used	Secure	1	Youth 11v11	Standard	0.5	2	1.5
81	Hazelbadge Road Playing Field	Poynton	Used	Secure	1	Adult	Standard	1.5	2	0.5
82	Hermitage Primary	Congleton	Used	Unsecure	1	Youth 11v11	Standard	1.5	2	0.5
84	Hollinhey Primary	Macclesfield	Used	Unsecure	1	Youth 11v11	Standard	2.5	2	-0.5
85	Holmes Chapel Cricket Club	Congleton	Used	Unsecure	1	Mini 5v5	Standard	1	4	3
86	Holmes Chapel Leisure Centre	Congleton	Used	Secure	2	Youth 11v11	Poor	2.5	2	-0.5
87	Holmes Chapel Primary	Congleton	Used	Unsecure	1	Youth 9v9	Standard	1.5	2	0.5
91	Jim Evison Playing Fields	Wilmslow	Used	Secure	2	Youth 11v11	Standard	7	4	-3
					1		Poor	3	1	-2
					2	Youth 9v9	Standard	5	4	-1
					2	Mini 7v7	Standard	2	8	6
92	Kerridge Cricket Club	Macclesfield	Used	Unsecure	1	Adult	Poor	1	1	0
93	King George V Playing Field (Macclesfield)	Macclesfield	Used	Secure	1	Adult	Poor	2.5	1	-1.5

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
94	King George V Playing Field (Crewe)	Crewe	Used	Secure	5	Adult	Standard	3	10	7
					1		Poor	0.5	1	0.5
					1	Youth 9v9	Poor	2	2	0
95	Knutsford Academy	Knutsford	Used	Unsecure	2	Youth 11v11	Standard	3	4	1
					2		Poor	3.25	2	-1.25
97	Lacey Green Pavilion	Wilmslow	Used	Secure	2	Adult	Standard	1	4	3
98	Lacey Green Primary Academy	Wilmslow	Used	Unsecure	2	Mini 7v7	Standard	3.5	8	4.5
					1	Mini 5v5	Standard	1.5	4	2.5
100	Legends Health & Leisure Centre	Crewe	Used	Secure	2	Adult	Standard	0.5	4	3.5
102	Lindow Community Primary	Wilmslow	Used	Unsecure	2	Mini 7v7	Standard	3.5	8	4.5
105	Lostock Hall Primary	Poynton	Used	Unsecure	1	Mini 7v7	Standard	2.5	4	1.5
110	Malbank School & Sixth Form College	Nantwich	Used	Unsecure	2	Youth 11v11	Standard	5	4	1
111	Manchester Metropolitan University (Alsager)	Congleton	Used	Unsecure	2	Adult	Standard	2.5	4	1.5
					1	Youth 11v11	Standard	1	2	1
113	Manchester Road [Knutsford FC]	Knutsford	Used	Secure	1	Adult	Standard	3.5	2	-1.5
115	Marlfields Primary	Congleton	Used	Unsecure	2	Mini 7v7	Standard	2.5	8	5.5
117	Mary Dendy Playing Fields	Knutsford	Used	Secure	3	Adult	Standard	4	6	2
120	Middlewich High School	Congleton	Used	Unsecure	1	Youth 11v11	Standard	2.5	2	-0.5
129	Mount Vernon	Poynton	Used	Secure	1	Adult	Poor	1.5	1	-0.5
132	Newtown Playing Field	Poynton	Used	Secure	1	Adult	Poor	1	1	0
139	Peover Playing Fields	Knutsford	Used	Unsecure	1	Youth 9v9	Standard	0.5	2	1.5
145	Poynton Sports Club	Poynton	Used	Secure	1	Adult	Standard	2	2	0
148	Puss Bank Primary	Macclesfield	Used	Unsecure	2	Mini 7v7	Standard	2.5	8	5.5
149	Radbrooke Hall	Knutsford	Used	Secure	1	Adult	Standard	1.5	2	0.5
151	Reaseheath College	Nantwich	Used	Unsecure	2	Adult	Good	5.5	6	0.5
155	Rugby Drive Playing Fields	Macclesfield	Used	Secure	2	Adult	Standard	3	4	1
156	Ruskin Sports College	Crewe	Used	Unsecure	1	Adult	Standard	1.5	2	0.5
157	Sandbach Community Football Centre	Congleton	Used	Secure	5	Adult	Good	12.5	15	2.5
					3	Youth 11v11	Good	7.5	12	4.5

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
164	Seddon Street Ground	Congleton	Used	Secure	1	Adult	Good	2.5	3	0.5
165	Shavington High School	Crewe	Used	Unsecure	2	Adult	Standard	3	4	1
					1	Youth 11v11	Standard	1.5	2	0.5
167	Sir William Stanier Leisure Centre	Crewe	Used	Unsecure	1	Youth 11v11	Standard	2	2	0
					3		Poor	4.5	3	-1.5
170	South Cheshire College	Crewe	Used	Unsecure	1	Adult	Standard	2.5	2	-0.5
174	St Benedict's Catholic Primary	Wilmslow	Used	Unsecure	1	Youth 9v9	Standard	2	2	0
179	St Mary's Primary (Middlewich)	Congleton	Used	Unsecure	1	Youth 9v9	Standard	3	2	-1
182	St Paul's Catholic Primary	Poynton	Used	Unsecure	2	Mini 7v7	Standard	4	8	4
185	Styal Football Club	Wilmslow	Used	Secure	1	Adult	Standard	1	2	1
187	Sutton Lane	Congleton	Used	Secure	2	Adult	Standard	1	4	3
188	Terra Nova School	Congleton	Used	Unsecure	2	Mini 7v7	Standard	4	8	4
192	The Goodwill Hall (Faddiley Common)	Nantwich	Used	Secure	1	Adult	Standard	0.5	2	1.5
196	The Macclesfield Academy	Macclesfield	Used	Unsecure	1	Youth 11v11	Standard	1.5	2	0.5
					1		Poor	1	1	0
197	The Marlborough Primary	Macclesfield	Used	Unsecure	1	Mini 7v7	Standard	1.5	4	2.5
199	The Peacock	Nantwich	Used	Unsecure	2	Youth 11v11	Standard	5	4	-1
201	The Weaver Stadium (Nantwich Town)	Nantwich	Used	Secure	1	Adult	Good	1	3	2
204	Upcast Lane Football Pitch	Wilmslow	Used	Secure	1	Youth 11v11	Standard	1	2	1
205	Upton Priory Primary	Macclesfield	Used	Unsecure	1	Mini 7v7	Standard	1.5	4	2.5
206	Vernon Primary	Poynton	Used	Unsecure	1	Youth 9v9	Standard	3	2	-1
					1	Mini 7v7	Poor	2	2	0
					1	Mini 5v5	Poor	2	2	0
207	Victoria Park	Macclesfield	Used	Secure	1	Adult	Poor	2	1	-1
212	Weston Playing Field	Macclesfield	Used	Secure	1	Adult	Poor	1	1	0
218	Willaston White Star FC	Nantwich	Used	Secure	1	Adult	Standard	1.5	2	0.5
223	Wilmslow Phoenix	Wilmslow	Used	Secure	1	Adult	Standard	1.5	2	0.5
228	Wood Park Stadium (Alsager Town)	Congleton	Used	Secure	1	Adult	Good	3	3	0

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
230	Worth Primary	Poynton	Used	Unsecure	2	Mini 5v5	Standard	4	8	4
232	Wrenbury Recreation Ground	Nantwich	Used	Secure	2	Adult	Standard	1.5	4	2.5

Table 5.8 – Site specific football usage at each site currently available for community use and unused

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
3	Alderley Edge Community Primary	Wilmslow	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
9	Alsager Highfields Primary	Congleton	Unused	Unsecure	1	Mini 5v5	Standard	1	4	3
13	Ashdene Primary	Wilmslow	Unused	Unsecure	1	Mini 5v5	Standard	1	4	3
19	Back Lane Playing Fields	Congleton	Unused	Secure	1	Adult	Poor	0	1	1
					1	Youth 11v11	Poor	0	1	1
					1	Mini 7v7	Poor	0	2	2
23	Beechwood Primary	Crewe	Unused	Unsecure	1	Mini 5v5	Poor	1	2	1
24	Bickerton Holy Trinity Primary	Nantwich	Unused	Unsecure	2	Mini 5v5	Standard	2	8	6
25	Black Firs Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
33	Brereton Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
34	Bridgemere Primary	Nantwich	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
35	Brine Leas School	Nantwich	Unused	Unsecure	3	Youth 11v11	Standard	3	6	3
					1	Youth 9v9	Standard	1	2	1
36	Broken Cross Community School	Macclesfield	Unused	Unsecure	1	Mini 7v7	Poor	1	2	1
38	Buglawton Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
39	Bunbury Aldersley Primary	Nantwich	Unused	Unsecure	1	Youth 9v9	Standard	1	2	1
49	Cledford Primary	Congleton	Unused	Unsecure	1	Youth 9v9	Poor	1	1	0
54	Cranage Playing Fields	Congleton	Unused	Secure	1	Youth 11v11	Standard	0	2	2
59	Daven Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
67	Elworth Hall Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
78	Haslington Playing Fields	Crewe	Unused	Secure	1	Adult	Standard	0	2	2
79	Haslington Primary	Crewe	Unused	Unsecure	1	Mini 5v5	Standard	1	4	3
83	Highfields Community Primary	Nantwich	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
87	Holmes Chapel Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
88	Hungerford Primary	Crewe	Unused	Unsecure	1	Mini 7v7	Poor	0	2	2
95	Knutsford Academy	Knutsford	Unused	Unsecure	1	Adult	Standard	1	2	1
106	Lower Park Primary	Poynton	Unused	Unsecure	2	Mini 7v7	Standard	2	8	6
114	Manor Park Primary & Nursery	Knutsford	Unused	Unsecure	2	Mini 7v7	Standard	2	8	6

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
123	Milton Park	Congleton	Unused	Secure	1	Youth 11v11	Standard	0	2	2
131	Nether Alderley Primary	Macclesfield	Unused	Unsecure	1	Mini 5v5	Poor	0	2	2
137	Pear Tree Primary	Nantwich	Unused	Unsecure	1	Mini 5v5	Standard	1	4	3
140	Peover Superior Endowed Primary	Knutsford	Unused	Unsecure	1	Youth 9v9	Standard	1	2	1
141	Pikemere School	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
147	Prestbury Playing Fields	Macclesfield	Unused	Secure	1	Mini 7v7	Standard	0	4	4
156	Ruskin Sports College	Crewe	Unused	Unsecure	2	Youth 11v11	Standard	2	4	2
158	Sandbach Community Primary	Congleton	Unused	Unsecure	1	Youth 9v9	Standard	1	2	1
162	Sandbach School	Congleton	Unused	Unsecure	3	Youth 11v11	Good	3	12	9
					1		Standard	1	2	1
163	Scholar Green Primary	Congleton	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
166	Shavington Primary	Crewe	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
168	Smallwood Primary	Congleton	Unused	Unsecure	1	Youth 9v9	Standard	1	2	1
171	St Alban's Catholic Primary	Macclesfield	Unused	Unsecure	1	Youth 9v9	Poor	1	1	0
173	St Anne's Fulshaw Primary	Wilmslow	Unused	Unsecure	1	Mini 7v7	Standard	1	4	3
					1	Mini 5v5	Standard	1	4	3
181	St Oswald's Worleston Primary	Nantwich	Unused	Unsecure	1	Youth 9v9	Standard	1	2	1
186	Styal Primary	Wilmslow	Unused	Unsecure	1	Mini 5v5	Poor	1	2	1
187	Sutton Lane	Congleton	Unused	Secure	1	Adult	Standard	0	2	2
					1	Youth 9v9	Standard	0	2	2
					2	Mini 7v7	Standard	0	8	8
188	Terra Nova School	Congleton	Unused	Unsecure	2	Youth 11v11	Standard	2	4	2
196	The Macclesfield Academy	Macclesfield	Unused	Unsecure	1	Adult	Poor	1	1	0
					1	Youth 9v9	Poor	1	1	0
198	The Oaks Academy (King's Grove School)	Crewe	Unused	Unsecure	3	Youth 11v11	Standard	3	6	3
					1	Youth 9v9	Standard	1	2	1
200	The Quinta Primary (Academy)	Congleton	Unused	Unsecure	1	Mini 7v7	Poor	1	2	1
202	Tytherington High School (Beech Lane)	Macclesfield	Unused	Unsecure	2	Youth 11v11	Poor	2	2	0

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
								(match equivalents per week)		
205	Upton Priory Primary	Macclesfield	Unused	Unsecure	1	Youth 9v9	Standard	1	2	
210	Weaver Primary	Nantwich	Unused	Unsecure	1	Mini 5v5	Standard	1	4	3
214	Wheelock Playing Field	Congleton	Unused	Secure	1	Adult	Standard	0	2	2
221	Wilmslow High School	Wilmslow	Unused	Unsecure	1	Adult	Standard	1	2	1
					2	Youth 11v11	Standard	2	4	2
227	Wood Park	Congleton	Unused	Secure	2	Youth 11v11	Poor	0	2	2
233	Wybunbury Delves Primary	Nantwich	Unused	Unsecure	1	Mini 5v5	Standard	1	4	3

Supply and Demand Analysis

Spare Capacity

We need to identify whether the potential capacity can be classified as actual spare capacity due to its availability in the peak period.

The only poor pitch with capacity is King George V Playing Field (Crewe). This has been omitted from the calculations.

A total of 65 pitches are showing spare capacity on Sunday mornings, the peak period. 25.5 are adult pitches which could cater for an additional 51 teams playing home and away matches. There are 12.5 youth and 27 mini pitches available in the peak period. This is illustrated in table 5.9 below and in greater detail on a site by site basis in table 5.11 overleaf.

Table 5.9 - Number of pitches with spare capacity in the peak period

Analysis Area	Adult	Youth		Mini		Total
		11v11	9v9	7v7	5v5	
Congleton	6.5	3	0.5	4	5	19
Crewe	8	1	0	0	0	9
Knutsford	1.5	1.5	0	2	0	5
Macclesfield	1	0.5	4	4.5	0	10
Nantwich	4	0	1	0	0	5
Poynton	1.5	0	0	2.5	2	6
Wilmslow	3	0.5	0.5	6	1	11
Cheshire East	25.5	6.5	6	19	8	65
		12.5		27		

There are a potential 151 match equivalents available across Cheshire East. This is particularly relevant for youth and mini pitches as they do not always play in the peak period with matches taking place on Saturday mornings and Sunday afternoons across the various leagues. There is spare capacity of 8 youth and 66 mini match equivalents which could cater for up to 8 youth and 66 mini teams. This is illustrated in table 5.10 below.

Table 5.10 - Spare capacity in match equivalents across Cheshire East

Analysis Area	Adult	Youth		Mini		Total
		11v11	9v9	7v7	5v5	
Congleton	13	6.5	0.5	13	13	46
Crewe	15	2	0	0	0	17
Knutsford	5.5	2.5	0	6	0	14
Macclesfield	2.5	0.5	4.5	13	0	20.5
Nantwich	12	1	3	0	0	16
Poynton	4.5	0	0	5.5	4	14
Wilmslow	4.5	1	0.5	15	2.5	23.5
Cheshire East	57	13.5	8.5	52.5	19.5	151
		22		72		

Table 5.11 - Spare capacity at each site

Site ID	Site	Analysis Area	No of Pitches & Pitch Type		Spare capacity (matches per week)	Pitches available in peak period	Comments
5	Alderley Park	Knutsford	1	Adult	1.5	1	Potential to sustain more play
			1	Youth 11v11	1.5	0.5	Potential to sustain more play
10	Alsager School (Alsager LC)	Congleton	1	Adult	0.5	0.5	Potential to sustain more play
			1	Youth 11v11	0.5	1	Potential to sustain more play
12	Ash Grove Academy	Macclesfield	1	Mini 7v7	2.5	0.5	Potential to sustain more play
17	Audlem Playing Fields	Nantwich	1	Adult	1.5	0.5	Potential to sustain more play
19	Back Lane Playing Fields	Congleton	2	Adult	2	1	Potential to sustain more play
21	Barony Sports Complex	Nantwich	3	Adult	3	0	No spare capacity at peak time
			2	Youth 9v9	3	1	Potential to sustain more play
22	Beech Hall School	Macclesfield	1	Adult	0.5	0.5	Potential to sustain more play
27	Bollington ATAX Playing Fields	Macclesfield	1	Youth 9v9	1	1	Potential to sustain more play
41	Bunbury Playing Field	Nantwich	1	Adult	0.5	0.5	Potential to sustain more play
47	Chorley Hall	Wilmslow	1	Youth 9v9	0.5	0.5	Potential to sustain more play
48	Christ The King Primary	Macclesfield	1	Youth 9v9	0.5	1	Potential to sustain more play
53	Congleton Road Playing Fields	Macclesfield	3	Adult	1	0.5	Potential to sustain more play
			2	Youth 9v9	3	2	Potential to sustain more play
54	Cranage Playing Fields	Congleton	1	Adult	1	0.5	Potential to sustain more play
58	Cumberland Sport Arena	Crewe	1	Adult	2.5	1	Potential to sustain more play
61	Deva Close	Poynton	2	Adult	2	0	No spare capacity at peak time
62	Disley Amalgamated Sports Club	Poynton	2	Adult	2	0.5	Potential to sustain more play
64	Eaton Bank	Congleton	4	Mini 5v5	10	4	Potential to sustain more play
65	Egerton Youth Club	Knutsford	2	Mini 7v7	6	2	Potential to sustain more play
69	Eric Swan Sports Ground	Crewe	1	Adult	0.5	0.5	Potential to sustain more play
72	Forge Fields	Congleton	1	Adult	1	0.5	Potential to sustain more play
73	Goostrey Playing Fields	Congleton	1	Adult	1	0.5	Potential to sustain more play
			1	Mini 7v7	3.5	0.5	Potential to sustain more play
78	Haslington Playing Fields	Crewe	1	Youth 11v11	1.5	0.5	Potential to sustain more play
81	Hazelbadge Road Playing Field	Poynton	1	Adult	0.5	1	Potential to sustain more play
82	Hermitage Primary	Congleton	1	Youth 11v11	0.5	1	Potential to sustain more play
85	Holmes Chapel Cricket Club	Congleton	1	Mini 5v5	3	1	Potential to sustain more play

Site ID	Site	Analysis Area	No of Pitches & Pitch Type		Spare capacity (matches per week)	Pitches available in peak period	Comments
87	Holmes Chapel Primary	Congleton	1	Youth 9v9	0.5	0.5	Potential to sustain more play
91	Jim Evison Playing Fields	Wilmslow	2	Mini 7v7	6	2	Potential to sustain more play
94	King George V Playing Field (Crewe)	Crewe	5	Adult	7	2.5	Potential to sustain more play
95	Knutsford Academy	Knutsford	2	Youth 11v11	1	1	Potential to sustain more play
97	Lacey Green Pavilion	Wilmslow	2	Adult	3	1.5	Potential to sustain more play
98	Lacey Green Primary Academy	Wilmslow	2	Mini 7v7	4.5	2	Potential to sustain more play
			1	Mini 5v5	2.5	1	Potential to sustain more play
100	Legends Health & Leisure Centre	Crewe	2	Adult	3.5	1.5	Potential to sustain more play
102	Lindow Community Primary	Wilmslow	2	Mini 7v7	4.5	2	Potential to sustain more play
105	Lostock Hall Primary	Poynton	1	Mini 7v7	1.5	0.5	Potential to sustain more play
110	Malbank School & Sixth Form College	Nantwich	2	Youth 11v11	1	0	No spare capacity at peak time
111	Manchester Metropolitan University (Alsager)	Congleton	2	Adult	1.5	1	Potential to sustain more play
			1	Youth 11v11	1	1	Potential to sustain more play
115	Marfields Primary	Congleton	2	Mini 7v7	5.5	1.5	Potential to sustain more play
117	Mary Dendy Playing Fields	Knutsford	3	Adult	2	0	No spare capacity at peak time
139	Peover Playing Fields	Knutsford	1	Adult	1.5	0.5	Potential to sustain more play
148	Puss Bank Primary	Macclesfield	2	Mini 7v7	5.5	2	Potential to sustain more play
149	Radbrooke Hall	Knutsford	1	Adult	0.5	0	No spare capacity at peak time
151	Reaseheath College	Nantwich	2	Adult	0.5	1	Potential to sustain more play
155	Rugby Drive Playing Fields	Macclesfield	2	Adult	1	0	No spare capacity at peak time
156	Ruskin Sports College	Crewe	1	Adult	0.5	0.5	Potential to sustain more play
157	Sandbach Community Football Centre	Congleton	5	Adult	2.5	1	Potential to sustain more play
			3	Youth 11v11	4.5	0	No spare capacity at peak time
164	Seddon Street Ground	Congleton	1	Adult	0.5	0.5	Potential to sustain more play
165	Shavington High School	Crewe	2	Adult	1	2	Potential to sustain more play
			1	Youth 11v11	0.5	0.5	Potential to sustain more play
182	St Paul's Catholic Primary	Poynton	2	Mini 7v7	4	2	Potential to sustain more play
185	Styal Football Club	Wilmslow	1	Adult	1	1	Potential to sustain more play
187	Sutton Lane	Congleton	2	Adult	3	1	Potential to sustain more play
188	Terra Nova School	Congleton	2	Mini 7v7	4	2	Potential to sustain more play

Site ID	Site	Analysis Area	No of Pitches & Pitch Type		Spare capacity (matches per week)	Pitches available in peak period	Comments
192	The Goodwill Hall (Faddiley Common)	Nantwich	1	Adult	1.5	0.5	Potential to sustain more play
196	The Macclesfield Academy	Macclesfield	1	Youth 11v11	0.5	0.5	Potential to sustain more play
197	The Marlborough Primary	Macclesfield	1	Mini 7v7	2.5	1	Potential to sustain more play
201	The Weaver Stadium (Nantwich Town)	Nantwich	1	Adult	2	1	Potential to sustain more play
204	Upcast Lane Football Pitch	Wilmslow	1	Youth 11v11	1	0.5	Potential to sustain more play
205	Upton Priory Primary	Macclesfield	1	Mini 7v7	2.5	1	Potential to sustain more play
218	Willaston White Star FC	Nantwich	1	Adult	0.5	0	No spare capacity at peak time
223	Wilmslow Phoenix	Wilmslow	1	Adult	0.5	0.5	Potential to sustain more play
230	Worth Primary	Poynton	2	Mini 5v5	4	2	Potential to sustain more play
232	Wrenbury Recreation Ground	Nantwich	2	Adult	2.5	0.5	Potential to sustain more play

Overlay

Overlay occurs when there is more play accommodated than the site is able to sustain (which is often dependent upon pitch quality). Overlay occurs at 19 sites on 35 pitches.

To meet the demand across Cheshire East there is a need to provide an additional 27.75 match equivalents by improving these facilities or transferring demand to alternate pitches.

This is illustrated in table 5.12 by site and 5.13 by analysis area and pitch type below.

Table 5.12 - Overlay summary by site

Site ID	Site	Analysis Area	No of Pitches & Pitch Type		Capacity Rating (matches per week)
28	Bollington Cross Playing Field	Macclesfield	1	Adult	-0.5
29	Bollington Recreation Ground	Macclesfield	1	Adult	-0.5
43	Carnival Field	Wilmslow	1	Adult	-0.5
51	Congleton High School	Congleton	1	Adult	-1
			3	Youth 11v11	-3
65	Egerton Youth Club	Knutsford	4	Adult	-3
			1	Youth 9v9	-1
84	Hollinhey Primary	Macclesfield	1	Youth 11v11	-0.5
86	Holmes Chapel Leisure Centre	Congleton	2	Youth 11v11	-0.5
91	Jim Evison Playing Fields	Wilmslow	3	Youth 11v11	-5
			2	Youth 9v9	-1
93	King George V Playing Field (Macclesfield)	Macclesfield	1	Adult	-1.5
95	Knutsford Academy	Knutsford	2	Youth 11v11	-1.25
113	Manchester Road [Knutsford FC]	Knutsford	1	Adult	-1.5
120	Middlewich High School	Congleton	1	Youth 11v11	-0.5
129	Mount Vernon	Poynton	1	Adult	-0.5
167	Sir William Stanier Leisure Centre	Crewe	3	Youth 11v11	-1.5
170	South Cheshire College	Crewe	1	Adult	-0.5
179	St Mary's Primary (Middlewich)	Congleton	1	Youth 9v9	-1
199	The Peacock	Nantwich	2	Youth 11v11	-1
206	Vernon Primary	Poynton	1	Youth 9v9	-1
207	Victoria Park	Macclesfield	1	Adult	-1

Table 5.13 - Overlay summary by analysis area and pitch type

Analysis Area	Grounds Overplayed	Pitch Type					Match Equivalents Required
		Adult	Youth		Mini		
			11v11	9v9	7v7	5v5	
Congleton	4	1	6	1	0	0	-6
Crewe	2	1	3	0	0	0	-2
Knutsford	3	5	2	1	0	0	-6.75
Macclesfield	5	4	1	0	0	0	-4
Nantwich	1	0	2	0	0	0	-1
Poynton	2	1	0	1	0	0	-1.5
Wilmslow	2	1	3	2	0	0	-6.5
Cheshire East	19	13	17	5	0	0	-27.75

Future Demand

Future demand can be defined in two ways, through participation increases and using population forecasts. Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth. The table 5.14 below illustrates the team generation rates.

Table 5.14 - Team generation rates for football

Analysis Area	Age Group	Current	Future	Current number of teams	TGR	Future number of teams	Additional teams based on TGR
		population within age group					
Cheshire East	Total 6-9	16200	17523	98	165.3	106.0	8.0
	Boys 10-15	12900	13953	200	64.5	216.3	16.3
	Girls 10-15	12500	13521	9	1388.9	9.7	0.7
	Men 16-45	65200	70524	180	362.2	194.7	14.7
	Women 16-45	65800	71173	11	5981.8	11.9	0.9
Congleton	Total 6-9	3900	4298	28	139.3	30.9	2.9
	Boys 10-15	3200	3527	62	51.6	68.3	6.3
	Girls 10-15	3000	3307	7	428.6	7.7	0.7
	Men 16-45	15400	16973	43	358.1	47.4	4.4
	Women 16-45	15500	17084	3	5166.7	3.3	0.3
Crewe	Total 6-9	3900	4278	13	300.0	14.3	1.3
	Boys 10-15	3100	3401	27	114.8	29.6	2.6
	Girls 10-15	3000	3291	0	0	0	0
	Men 16-45	17200	18868	37	464.9	40.6	3.6
	Women 16-45	17400	19087	1	17400.0	1.1	0.1
Knutsford	Total 6-9	1000	1069	5	200.0	5.3	0.3
	Boys 10-15	700	748	15	46.7	16.0	1.0
	Girls 10-15	900	962	2	450.0	2.1	0.1
	Men 16-45	4000	4275	20	200.0	21.4	1.4
	Women 16-45	4000	4275	1	4000.0	1.1	0.1
Macclesfield	Total 6-9	2900	3084	5	580.0	5.3	0.3
	Boys 10-15	2400	2552	25	96.0	26.6	1.6
	Girls 10-15	2300	2446	0	0	0	0
	Men 16-45	12600	13399	22	572.7	23.4	1.4
	Women 16-45	12700	13505	2	6350.0	2.1	0.1
Nantwich	Total 6-9	1700	1785	13	130.8	13.7	0.7
	Boys 10-15	1200	1260	18	66.7	18.9	0.9
	Girls 10-15	1200	1260	0	0	0	0
	Men 16-45	6100	6405	18	338.9	18.9	0.9
	Women 16-45	6100	6405	1	6100.0	1.1	0.1
Poynton	Total 6-9	1000	1029	15	66.7	15.4	0.4
	Boys 10-15	900	926	18	50.0	18.5	0.5
	Girls 10-15	900	926	0	0	0	0
	Men 16-45	3300	3397	18	183.3	18.5	0.5
	Women 16-45	3400	3500	2	1700.0	2.1	0.1
Wilmslow	Total 6-9	1700	1879	19	89.5	21.0	2.0
	Boys 10-15	1400	1547	35	40.0	38.7	3.7
	Girls 10-15	1300	1437	0	0	0	0
	Men 16-45	6500	7183	22	295.5	24.3	2.3
	Women 16-45	6800	7515	1	6800.0	1.1	0.1

In terms of pitch provision this is illustrating that there would be:

- Across Cheshire East there is a projected growth of 40 teams which would require an additional 20 match equivalents per week.

There is capacity for 61.5 match equivalents across 65 pitches in the peak period to cater for this demand.

- The largest growth would be in boys (10-15) teams with an additional 16 teams across Cheshire East which equates to 8 match equivalents per week.

There are particular capacity issues anticipated in Congleton, Crewe, Knutsford, Poynton, Nantwich and Wilmslow as they are already overplayed therefore increased demand will compound this problem. Increased usage of education sites and improved quality can support.

- Growth in adult mens (16-45) would equate to an additional 14 teams requiring an additional 7 match equivalents across Cheshire East.

There are capacity issues in Knutsford and Macclesfield both currently and in the future. In Knutsford there is a lack of local authority owned provision to meet demand. Within Macclesfield there are issues with the quality of the facilities available. Increased usage of education sites and improved quality can support.

- There is a projection for an additional 8 mini (6-9) teams that would require an additional 4 match equivalents per week or one mini pitch.

There is likelihood this could be catered for within the existing mini leagues primarily on AGPs especially as the majority of this growth is in Congleton (2.9) and Crewe (1.3). It could also be catered for on grass in Congleton but could not in Crewe due to lack of capacity.

However in Wilmslow (2.0) there is no access to suitable AGP surfaces for competitive play there this would need to be played on grass where there is capacity to do so.

- Both girls (10-15) and women (16-45) will see small increase but not enough to increase demand enough to form a team.

In addition each of the clubs were asked about their growth plans over the next five years. In total 12 clubs have illustrated a clear growth ambition labelling the teams they are looking to add. Clubs plan to add 20 teams which will require an additional 10 match equivalents per week to meet their playing demands.

Their responses are displayed in tables 5.15 by analysis area and 5.16 by club.

Table 5.15 - Football team growth aspirations by analysis area

Analysis Area	Adult	Youth		Mini		Total
		11v11	9v9	7v7	5v5	
Congleton	1	0	0	0	0	1
Crewe	0	1	1	0	4	6
Knutsford	2	4	0	0	0	6
Macclesfield	0	0	0	1	0	1
Nantwich	0	0	1	0	0	1
Poynton	0	0	0	0	0	0
Wilmslow	1	2	0	0	2	5
Cheshire East	4	7	2	1	6	20

Table 5.16 - Football club growth aspirations

Club	Analysis Area	Demand	Pitch Requirements	
			Type	Match Equivalents
Alderley United FC	Wilmslow	1 U16 boys & 1 U14 boys	Youth 11v11	1
Brookfield Rangers FC	Crewe	1 U8 mini	Mini 5v5	0.5
Bunbury Youth FC	Nantwich	1 U12 boys	Youth 9v9	0.5
Cheshire Phoenix	Wilmslow	1 U6 mini & 1 U8 mini	Mini 5v5	1
Congleton Rovers FC	Congleton	1 U21 mens	Adult	0.5
Crewe FC	Crewe	2 U8 mini & 1 U15 girls	Mini 5v5	1
			Youth 11v11	0.5
Egerton FC	Knutsford	1 U14 girls, 1 U16 girls, 1 U18 girls & 1 disability open age mens	Youth 11v11	1
			Adult	1
Knutsford FC	Knutsford	2 U16 mens	Youth 11v11	1
Lacey Green FC	Wilmslow	1 open age mens	Adult	0.5
Park Royal FC	Macclesfield	1 U9 boys	Mini 7v7	0.5
Rookery Rangers FC	Crewe	1 U8 boys	Mini 5v5	0.5
Wistaston Athletic FC	Crewe	1 U11 boys	Youth 9v9	0.5

In addition there were responses from a number of clubs illustrating that they are looking to develop more teams but at the time of the consultation they were not in a position to say exactly which age groups they were expecting growth in. They are:

- AFC Alsager
- Alsager Town FC
- Cheshire Blades FC
- Holmes Chapel Hurricanes FC
- Macclesfield Boys Junior FC
- Middlewich Town FC
- Nantwich Town FC
- Richmond Rovers FC
- Sandbach United FC
- Tytherington Juniors FC
- Vale Juniors FC
- Wilmslow Albion FC
- Wilmslow Sports Community FC
- Wilmslow Town FC

Scenario Testing

Competitive opportunities on 3G AGP pitches

By increasing the number of competitive matches taking place on 3G AGPs it can remove some of the capacity pressures on grass pitches. This is an initiative the FA is supporting, particularly for mini football.

One full size AGP can accommodate, at any one time, either:

- Four 5v5 pitches
- Two 7v7 pitches
- Two 9v9 pitches
- One youth 11v11 pitch

In order to test this scenario all mini football not currently taking place on 3G AGPs will be theoretically moved to test how many pitches would be required. For this test the peak period is taken a Sunday morning and three slots are allocated (9 – 10am, 10 – 11am and 11am – 12noon).

The supply in the peak period is 12 match equivalents for mini 5v5 and 6 match equivalents for mini 7v7 per week on a full size AGP.

There are currently 34 mini 5v5 teams and 44 mini 7v7 teams that do not currently play on 3G AGPs either through the clubs provision or in the Alex Soccer Centre central venue league.

This equates to a total requirements of 17 match equivalents for mini 5v5 teams and 22 match equivalents for mini 7v7 teams. The requirements on a 3G AGP in peak period would require an additional 1.4 for mini 5v5 teams and an additional 3.7 for mini 7v7 teams totalling 5.1. This would require 6 3G AGPs to cater for this demand.

In addition there are another 16 mini teams playing outside of the analysis area. This is due to a lack of competitive opportunities in Cheshire East for these teams either in the North of the analysis area or for girls. This would require two AGPs if all play is allocated in the peak time.

Availability at disused sites

There are 78 pitches across 53 sites that are available for community use but are unused. This could offer a potential 147 match equivalents per week. The majority, 64 pitches at 45 sites, are on educational sites.

In addition there are eight sites with 14 pitches that are on secure sites with a capacity of 30 match equivalents per week. They are:

- Back Lane Playing Fields – 1 Adult 11v11 pitch, 1 Junior 11v11 pitch & 1 Mini 7v7 pitch
- Cranage Playing Fields – 1 Junior 11v11 pitch
- Haslington Playing Fields – 1 Adult 11v11 pitch
- Milton Park – 1 Junior 11v11 pitch
- Prestbury Playing Fields – 1 Mini 7v7 pitch
- Sutton Lane – 1 Adult 11v11 pitch, 1 Junior 9v9 pitch & 1 Mini 7v7 pitch
- Wheelock Playing Field – 1 Adult 11v11 pitch
- Wood Park – 1 Junior 11v11 pitch

The pitches at Back Lane and Wood Park are classed as poor therefore improvements may be required before the community would want to use them.

Conclusions

This section will consider the extent in which current provision can accommodate current and future demand. It is broken down into adult, youth and mini football.

Adult Football

There is spare capacity within the peak period (Sunday mornings) for 23.5 match equivalents. This is offset against overplay of 10.5 match equivalents giving a balance of 13 match equivalents being available currently. There is an anticipated future demand of 7.8 match equivalents to give a future capacity analysis of 5.2 match equivalents across Cheshire East. This is illustrated in table 5.17 below as actual spare capacity within the peak period (Sunday morning) against overplay and the future demand illustrated using team generation rates.

There is particular concern in Macclesfield and Knutsford as they are illustrating overplay currently and in the future. In particular in Knutsford there is a lack of local authority owned provision to meet demand. Within Macclesfield there are issues with the quality of the facilities available.

Table 5.17 - Current & future capacity of adult football pitches in Cheshire East

Analysis Area	Supply	Current Demand		Future	
	Spare Capacity	Overplay	Total	Demand	Total
	(match equivalents)				
Congleton	6.5	1	5.5	2.4	3.1
Crewe	7	0.5	6.5	1.8	4.7
Knutsford	1.5	4.5	-3	0.7	-3.7
Macclesfield	1	3.5	-2.5	0.8	-3.3
Nantwich	3.5	0	3.5	0.5	3
Poynton	1	0.5	0.5	0.3	0.2
Wilmslow	3	0.5	2.5	1.2	1.3
Cheshire East	23.5	10.5	13	7.8	5.2

Youth Football

There is spare capacity within the peak period (Sunday mornings) for 11 match equivalents. This is offset against overplay of 17.25 match equivalents which illustrates overplay of 6.25 match equivalents currently. There is an anticipated future demand of 8.5 match equivalents to give a future capacity analysis of -14.75 match equivalents across Cheshire East. This is illustrated in table 5.18 overleaf as actual spare capacity within the peak period (Sunday morning) against overplay and the future demand illustrated using team generation rates.

There is already overplay across Congleton, Crewe, Knutsford, Poynton and Wilmslow currently. This will continue within the future and will also include Nantwich.

Table 5.18 - Current & future capacity of youth football pitches in Cheshire East

Analysis Area	Supply	Current Demand		Future	
	Spare Capacity	Overplay	Total	Demand	Total
	(match equivalents)				
Congleton	2.5	5	-2.5	3.5	-6
Crewe	1	1.5	-0.5	1.3	-1.8
Knutsford	1.5	2.25	-0.75	0.6	-1.35
Macclesfield	4	0.5	3.5	0.8	2.7
Nantwich	1	1	0	0.4	-0.4
Poynton	0	1	-1	0.3	-1.3
Wilmslow	1	6	-5	1.8	-6.8
Cheshire East	11	17.25	-6.25	8.5	-14.75

Mini Football

There is spare capacity within the peak period (Sunday mornings) for 27 match equivalents. There is no overplay currently. This gives a balance of 27 match equivalents being available currently. There is an anticipated future demand of 4 match equivalents to give a future capacity analysis of 23 match equivalents across Cheshire East. This is illustrated in table 5.19 below as actual spare capacity within the peak period (Sunday morning) against overplay and the future demand illustrated using team generation rates.

There is considerable capacity within Congleton, Macclesfield, Poynton and Wilmslow both now and in the future. In Crewe and Nantwich there is an additional anticipated future demand which is illustrating overplay. This is due to there not being any grass mini pitches in either Crewe or Nantwich that are used by the community as they use 3G AGPs to meet demand. As all the mini football in this area is already played at central venue leagues this could be expanded outside of the peak period if required to meet future demand.

Table 5.19 - Current & future capacity of mini football pitches in Cheshire East

Analysis Area	Supply	Current Demand		Future	
	Spare Capacity	Overplay	Total	Demand	Total
	(match equivalents)				
Congleton	9	0	9	1.4	7.6
Crewe	0	0	0	0.6	-0.6
Knutsford	2	0	2	0.2	1.8
Macclesfield	4.5	0	4.5	0.2	4.3
Nantwich	0	0	0	0.3	-0.3
Poynton	4.5	0	4.5	0.2	4.3
Wilmslow	7	0	7	1	6
Cheshire East	27	0	27	4	23

Potential Actions Required

Preventing overplay

Overplay occurs at 19 sites on 35 pitches. The main areas affected are Macclesfield and Knutsford and pitch types are adult and youth 11v11 pitches.

To meet the demand across Cheshire East there is a need to provide an additional 27.75 match equivalents. This could be achieved by improving some facilities however this may not add capacity within the peak period. Alternatively exploring usage at education sites could offer a solution. The sites in table 5.8 are available for community use but are currently unused.

Utilising 3G AGPs

By increasing the number of competitive matches taking place on 3G AGPs it can remove some of the capacity pressures on grass pitches. This is an initiative the FA is supporting, particularly for mini football.

One full size AGP can accommodate, at any one time, either:

- Four 5v5 pitches
- Two 7v7 pitches
- Two 9v9 pitches
- One youth 11v11 pitch

There are 41 teams that regularly play fixtures on 3G pitches. They are primarily junior teams participating in the Alex Soccer Centre League however there is also usage of 3G pitches in the South Cheshire Youth League.

Four senior teams play regularly on 3G, they are; Alex Soccer Centre U18 Girls, two Nantwich Town teams and Ocean Wanderers. In addition we were told that additional matches take place on 3G to support grass pitches in particular at Nantwich Town and Sandbach United, if conditions and long term preservation of pitches dictate. This is a trend that is anticipated to increase in the future.

There are currently eight full size 3G AGPs with seven having been tested to be able host competitive fixtures. Through careful planning these pitches could help support the current and future demand in Cheshire East.

It is worth noting that hire prices on 3G AGPs can be considerable higher than grass pitches therefore clubs may not be willing to look at this option.

Football Summary

- There are 324 grass football pitches in Cheshire East situated across 187 sites. Of these 252 are available for community use which equates to 78% of the pitches being available for community use.
- There are a number of pitch providers in Cheshire East. The largest is the council who manage their pitches through an outsourcing arrangement with ANSA. Other pitch providers include schools, academies, private sports clubs, parish councils and the leisure trust [Everybody Sport & Recreation].
- The majority of football pitches in Cheshire East are classed as 'standard' with 249 out of 325 (77%). Good quality pitches are typically found where there is a dedicated groundsman looking after them, often on club sites. Poor scoring pitches are most commonly located on council facilities with some education sites. Key issues at these sites are poor drainage and maintenance schedules. There are also pitches at some of these sites that are rated as 'standard'.
- Changing facilities are an issue for many clubs especially those using council owned sites where the facilities are not up to modern standards and at some sites are not available. A number of clubs are keen to explore potential opportunities to access dedicated sites with multiple pitches with good quality ancillary facilities.
- There are a total of 129 clubs with 498 teams in Cheshire East in the 2013/14 season.
- There are 41 teams that regularly play fixtures on 3G pitches. They are primarily junior teams however four senior teams play regularly on 3G.
- There are also four clubs with a total of ten teams from outside of Cheshire East that are using pitches in Cheshire East.
- In total there are 8 clubs and a total of 38 teams that are displaced in Cheshire East. In most cases it is a result of the competition that the clubs are competing in being in a neighbouring authority area.
- There is spare capacity of 61.5 match equivalents in the peak period – 151 match equivalents in total.
- Overplay occurs at 19 sites on 35 pitches. To meet the demand across there is a need to provide an additional 27.75 match equivalents by improving these facilities or transferring demand to alternate pitches.
- Population projections suggest:
 - A projected growth of 40 teams which would require an additional 20 match equivalents per week.
 - The largest growth would be in boys (10-15) teams with an additional 16 teams across Cheshire East which equates to 8 match equivalents per week.
 - Growth in adult mens (16-45) would equate to an additional 14 teams requiring an additional 7 match equivalents across Cheshire East.

- There is a projection for an additional 8 mini (6-9) teams that would require an additional 4 match equivalents per week or one mini pitch.
- There is likelihood this could be catered for within the existing mini leagues primarily on AGPs especially as the majority of this growth is in Congleton (2.9) and Crewe (1.3). It could also be catered for on grass in Congleton but could not in Crewe due to lack of capacity.
- However in Wilmslow (2.0) there is no access to suitable AGP surfaces for competitive play there this would need to be played on grass where there is capacity to do so.
- Both girls (10-15) and women (16-45) will see small increase but not enough to increase demand enough to form a team.
- 12 clubs have illustrated a clear growth ambition labelling the teams they are looking to add. Clubs plan to add 20 teams which will require an additional 10 match equivalents per week to meet their playing demands.
- To move all 5v5 and 7v7 mini soccer there would need to be six full size 3G AGPs which in conjunction with bringing displaced demand back into Cheshire East would require an additional two therefore eight in total to cater for the demand.

6. Third Generation Artificial Grass Pitches (3G AGPs)

Introduction

In addition to grass pitches competitive football matches and in particular training takes place of artificial grass pitches or AGPs. There are several surface types that fall into the category of an AGP. The three main groups are:

- rubber crumb (3G)
- sand (filled or dressed)
- water based.

Competitive football can take place on 3G surfaces with an FA approved certificate and a growing number of 3G pitches are now used for competitive match play at mini soccer and youth level. The preferred surface is medium pile 3G (55-60mm). Only competition up to (but not including) regional standard can take place on short pile 3G (40mm). Football training can take place on sand and water based surfaces but is not the preferred option.

World Rugby produced the 'Performance specification for artificial grass pitches for rugby' more commonly known as 'Regulation 22'. This provides the necessary technical detail to produce pitches appropriate for rugby union. The artificial surface standards identified in Regulation 22 allows matches to be played on surfaces that meet the standard. This allows full contact rugby activity, including tackling, rucking, mauling and lineouts.

The table below categorises the types of 3G AGP surface and their uses.

Surface	Category	Comments
Rubber crumb	Long pile 3G (65mm with shock pad)	Rugby surface – must comply with IRB type 22 (requires a minimum of 60mm) Football surface
Rubber crumb	Medium pile 3G (55-60mm)	Preferred football surface
Rubber crumb	Short pile 3G (40mm)	Acceptable surface for some competitive football

Supply

There are eight full size 3G AGPs in Cheshire East. All of the pitches are available for community use and used.

The analysis are of Congleton has the most full size 3G AGPs with three followed by Crewe with two. The analysis area of Poynton and Wilmslow do not have any 3G AGPs which causes issues for teams having to train in other analysis areas, on alternative surfaces or outside of Cheshire East.

These findings are illustrated in table 6.1 and on a site by site basis in table 6.2 overleaf.

Table 6.1 - Summary of full size 3G AGPs across all sites in Cheshire East

Analysis Area	Sites	Pitches
Congleton	3	3
Crewe	2	2
Knutsford	1	1
Macclesfield	1	1
Nantwich	1	1
Poynton	0	0
Wilmslow	0	0
Cheshire East	8	8

Table 6.2 - Site Specific Summary of full size 3G AGPs across Cheshire East

Site ID	Site	Analysis Area	Pitches	Pitch Type	Floodlit
6	Alexandra Soccer Centre	Crewe	1	Medium pile 3G	Yes
7	All Hallows Catholic College	Macclesfield	1	Medium pile 3G	Yes
58	Cumberland Sports Arena	Crewe	1	Medium pile 3G	Yes
65	Egerton Youth Club	Knutsford	1	Medium pile 3G	Yes
86	Holmes Chapel Leisure Centre	Congleton	1	Medium pile 3G	Yes
120	Middlewich High School	Congleton	1	Medium pile 3G	Yes
157	Sandbach Community Football Centre	Congleton	1	Medium pile 3G	Yes
201	The Weaver Stadium (Nantwich Town)	Nantwich	1	Medium pile 3G	Yes

Based on data from Sport England's Active Places

Additional provision

In addition to the eight full size 3G AGPs there are also five small 3G AGPs, 18 full size sand based AGPs and eight small sand based AGPs in Cheshire East that are available for community use (total 31).

Crewe has the most with eight in total followed by Macclesfield with seven. Poynton only has one. These findings are illustrated in table 6.3 and on a site by site basis in table 6.4 overleaf.

Table 6.3 - Summary of other AGPs across all sites in Cheshire East

Analysis Area	Small 3G AGPs		Full size sand AGPs		Small sand AGPs	
	Sites	Pitches	Sites	Pitches	Sites	Pitches
Congleton	1	1	5	5	0	0
Crewe	2	2	3	3	3	3
Knutsford	0	0	1	1	1	1
Macclesfield	1	1	4	4	2	2
Nantwich	1	1	2	2	0	0
Poynton	0	0	0	0	1	1
Wilmslow	0	0	3	3	1	1
Cheshire East	5	5	18	18	8	8

Table 6.4 – Site Specific Summary of other AGPs across Cheshire East

Site ID	Site	Analysis Area	Pitches	Pitch Type & Size*	Floodlit
				* if small (m)	
6	Alexandra Soccer Centre	Crewe	1	Small 3G AGP (60 x 51)	Yes
10	Alsager School (Alsager LC)	Congleton	1	Full size sand AGP	Yes
21	Barony Sports Complex	Nantwich	1	Small 3G AGP (40 x 33)	Yes
22	Beech Hall School	Macclesfield	1	Small sand AGP (Unsure)	No
51	Congleton High School	Congleton	1	Full size sand AGP	Yes
57	Crewe Vagrants Sports Club	Nantwich	1	Full size sand AGP	Yes
62	Disley Amalgamated Sports Club	Poynton	1	Small sand AGP (46 x 35)	Yes
69	Eric Swan Sports Ground	Crewe	1	Small sand AGP (Unsure)	Yes
71	Fallibroome Academy	Macclesfield	1	Full size sand AGP	Yes
95	Knutsford Academy	Knutsford	1	Full size sand AGP	Yes
109	Macclesfield RUFC (Priory Park)	Macclesfield	1	Small 3G AGP (60x40)	Yes
110	Malbank School & Sixth Form College	Nantwich	1	Full size sand AGP	No
111	Manchester Metropolitan University (Alsager)	Congleton	1	Full size sand AGP	Yes
112	Manchester Metropolitan University (Crewe)	Crewe	1	Small 3G AGP (60x40)	Yes
136	Parkroyal School	Macclesfield	1	Small sand AGP (40 x 30)	No
149	Radbroke Hall	Knutsford	1	Small sand AGP (30 x 20)	Yes
156	Ruskin Sports College	Crewe	1	Small sand AGP (78 x 36)	Yes
160	Sandbach High School	Congleton	1	Full size sand AGP	No
162	Sandbach School	Congleton	1	Full size sand AGP	Yes
164	Seddon Street	Congleton	1	Small 3G AGP (53 x 27)	Yes
165	Shavington High School	Crewe	1	Full size sand AGP	Yes
167	Sir William Stanier Leisure Centre	Crewe	1	Full size sand AGP	Yes
170	South Cheshire College	Crewe	1	Full size sand AGP	No
191	The Edge Hockey Centre	Wilmslow	1	Full size sand AGP	Yes
193	The Kings School (Cumberland Street)	Macclesfield	1	Full size sand AGP	Yes
196	The Macclesfield Academy	Macclesfield	1	Full size sand AGP	Yes
198	The Oaks Academy (King's Grove School)	Crewe	1	Small sand AGP (87 x 40)	No
203	Tytherington High School (Main)	Macclesfield	1	Full size sand AGP	Yes
221	Wilmslow High School	Wilmslow	1	Full size sand AGP	Yes
222	Wilmslow Leisure Centre	Wilmslow	1	Small sand AGP (25 x 15)	Yes
223	Wilmslow Phoenix	Wilmslow	1	Full size sand AGP	Yes

Based on data from Sport England's Active Places

Future provision

There is a planned 3G AGP that will have a shock pad suitable for rugby use at Reaseheath College (Nantwich) which will replace a grass rugby pitch.

Poynton High School are currently undertaking a feasibility study to put a 3G pitch on their site. Demand is high from local clubs who travel to Macclesfield and outside of Cheshire East currently.

The planning application at Manchester Metropolitan University (Alsager) has included provision of a 3G AGP as well as a sand based AGP. This application has not received planning permission currently.

A number of sand based AGPs are coming towards the end of their useable lives. Congleton High School have illustrated an interest in changing the surface to 3G and this may be explored at other sites too. Consideration is required as to where hockey usage is high and cannot be provided for elsewhere.

Ownership / Management

Of the eight sites in Cheshire East four are managed by football clubs themselves [Alexandra Soccer Centre, Egerton Youth Club, Sandbach Community Football Centre & The Weaver Stadium (Nantwich Town)] with one being managed by a school [All Hallows Catholic College].

The other three are managed by a leisure trust Everybody Sport & Recreation either solely [Cumberland Sports Arena] or through dual-use agreements [Holmes Chapel Leisure Centre & Middlewich High School].

Quality

A surface of a 3G typically lasts for approximately 10 years but this depends heavily on usage levels and maintenance quality.

Across Cheshire East one is 11 years old [Cumberland Sports Arena] with another two eight years old [Alexandra Soccer Centre & The Weaver Stadium (Nantwich Town)] so will need to consider preplacement in the next few years. The other five are all six years old or newer so do not need to consider replacement in the next few years.

These findings are illustrated in table 6.5 overleaf.

Table 6.5 - Pitch quality by site

Site ID	Site	Analysis Area	Surface type	Year built (refurb)	Quality	FA Pitch Register
6	Alexandra Soccer Centre	Crewe	Medium pile 3G	1999 (2007)	Good	FA Approved
7	All Hallows Catholic College	Macclesfield	Medium pile 3G	2015	Good	FIFA Approved
58	Cumberland Sports Arena	Crewe	Medium pile 3G	2005	Standard	None
65	Egerton Youth Club	Knutsford	Medium pile 3G	2010	Good	FA Approved
86	Holmes Chapel Leisure Centre	Congleton	Medium pile 3G	2015	Good	FA Approved
120	Middlewich High School	Congleton	Medium pile 3G	2013	Good	FA Approved
157	Sandbach Community Football Centre	Congleton	Medium pile 3G	2011	Good	FA Approved
201	The Weaver Stadium (Nantwich Town)	Nantwich	Medium pile 3G	2007	Good	FA Approved

Based on data from Sport England's Active Places & FA 3G Pitch Register

Availability

The availability to train and play matches can have an effect on the amount of teams that each club has. Training takes place predominantly on weekday evening with matches at weekends.

Usage of sand based AGPs is also common for football particularly in analysis areas without 3G AGPs [Macclesfield and Wilmslow] as well as within Congleton in Alsager and Congleton particularly although access issues arise in Knutsford and Sandbach.

Sport England's Facilities Planning Model (FPM) applies an overall peak period for AGPs of 34 hours a week (Monday to Thursday 17.00-21.00; Friday 17.00-19.00; Saturday and Sunday 09.00-17.00). This has been applied in conjunction with findings from consultation to provide a total number of hours available for community use per week during peak periods.

In the main, availability of provision in the peak period is generally good. Where there is provision on education sites, this is generally made available after school and at weekends.

It should be noted that, whilst technically available for community use, usage at the facilities that are managed by clubs [Alexandra Soccer Centre, Egerton Youth Club, Sandbach Community Football Centre & The Weaver Stadium (Nantwich Town)] is predominately from the clubs themselves. Any remaining capacity is let out to other community users, however, this is limited and often outside of the peak period.

The findings are illustrated in table 6.6 overleaf.

Table 6.6 - Pitch availability by site

Site ID	Site	Analysis Area	Opening Times	Hours in peak period
6	Alexandra Soccer Centre	Crewe	Mon-Fri 10.00-22.00, Sat 09.00-19.30, Sun 09.00-22.00	34
7	All Hallows Catholic College	Macclesfield	Mon-Fri 18.00 -22.00, Weekend 09.00-17.00	29
58	Cumberland Sports Arena	Crewe	Mon-Fri 17.00-21.30, Weekend 09.00-18.00	34
65	Egerton Youth Club	Knutsford	Every day 09.00-22.00	34
86	Holmes Chapel Leisure Centre	Congleton	Mon, Wed & Fri 17.00-22.00, Tue & Thu 18.00-22.00, Weekend 09.00-17.30	32
120	Middlewich High School	Congleton	Mon-Fri 18.00 -22.00, Weekend 09.00-19.30	29
157	Sandbach Community Football Centre	Congleton	Mon-Fri 09.00-22.00, Weekend 09.00-20.00	34
201	The Weaver Stadium (Nantwich Town)	Nantwich	Every day 09.00-22.00	34

Based on data from Sport England's Active Places

Demand

The FA considers high quality 3G AGPs as vital in developing coaches and players. They can support intensive use so are assets for both playing and training. Primarily 3G AGPs have been installed for training and community use, however, they are increasingly being used for competition which The FA is supportive of.

Research conducted by Sport England into the use of AGPs suggests that provision has two principal roles: midweek training for football and rugby and weekend matches for football. Pitches are often sub-divided for training purposes.

As identified in the football section there are a total of 129 clubs with 498 teams in Cheshire East in the 2013/14 season. There are the largest number of teams in Congleton which also has the most number of teams in all categories. This is due to having at least one club offering junior provision in each town (Alsager, Congleton, Holmes Chapel, Middlewich and Sandbach). There are larger numbers of clubs in both Crewe and Macclesfield however these tend to be smaller often single team clubs. This is summarised by analysis area in table 6.7 below

Table 6.7 - Number of football clubs and teams in Cheshire East

Analysis Area	Number of clubs	Number of teams playing matches					
		Adult (16-45)		Youth (10-15)		Mini (6-9)	Total
		Men	Women	Boys	Girls		
Congleton	24	43	3	62	7	28	143
Crewe	35	37	1	27	0	13	78
Knutsford	10	20	1	15	2	5	43
Macclesfield	25	22	2	25	0	5	54
Nantwich	15	18	1	18	0	13	50
Poynton	9	18	2	18	0	15	53
Wilmslow	11	22	1	35	0	19	77
Cheshire East	129	180	11	200	9	98	498

Training demand

Accessing good quality and affordable training facilities is an issue for most clubs. During the winter outdoor training is only possible at floodlit facilities. Football training tends to dominate use of 3G AGPs and they are in high demand for mid-week training. Peak hours are 6pm – 9pm Tuesday to Thursday and some clubs report that provision is not accessible at this time.

Many teams access sand based or indoor facilities. There are also cross border issues to be aware of such as teams based within Poynton travelling into Stockport to access 3G AGPs. This is also happening from neighbouring authorities such as Cheshire West & Chester based clubs accessing Middlewich Leisure Centre.

The FAs ambition is to provide all affiliated teams in England the opportunity to train once per week on a floodlit 3G AGP alongside priority access for every Charter Standard Community Club through a partnership agreement. The FA Standard is calculated by using the latest Sport England research 'AGPs State of the Nation March 2012'.

Two scenarios will be tested using the current 3G pitch supply against the current number of teams in each analysis area. The scenarios are as follows.

- Scenario 1 – 60 teams training on each 3G AGP

Using the assumption that 51% of AGP usage is by clubs and factoring in the amount of training slots available per pitch per hour from 5pm – 10pm Monday – Friday (peak football training time) it is estimated that one full size AGP can service 56-60 teams.

Using this scenario there is a shortfall of three 3G AGPs across Cheshire East. This is across two analysis areas Poynton (-1) and Wilmslow (-2).

- Scenario 2 – 40 teams training on each 3G AGP

This is based on the belief that 40 teams can use one 3G AGP for training requirements taking into account capacity used by non-club based usage such as social users and small sided leagues.

Using this scenario there is a shortfall of eight 3G AGPs across Cheshire East. The only analysis area that does not have a capacity issue is Crewe. Congleton, Knutsford and Macclesfield are short of one 3G AGP whilst Poynton and Wilmslow are short of two each.

The findings are illustrated in table 6.8 below.

Table 6.8 - Current demand for 3G AGPs in Cheshire East (Scenario 1 & 2)

Analysis Area	Current Number of teams	Current Number of 3G AGPs	Scenario 1 (60 teams)		Scenario 2 (40 teams)	
			3Gs Required	Capacity Rating	3Gs Required	Capacity Rating
Congleton	143	3	3	0	4	-1
Crewe	78	2	2	0	2	0
Knutsford	43	1	1	0	2	-1
Macclesfield	54	1	1	0	2	-1
Nantwich	50	1	1	0	2	-1
Poynton	53	0	1	-1	2	-2
Wilmslow	77	0	2	-2	2	-2
Cheshire East	498	8	11	-3	16	-8

Neither of the scenarios take into account potential usage on the small 3G AGPs or the potential future AGPs which could add capacity in Congleton, Nantwich and Poynton.

Playing demand

Improving grass pitch quality is a way to increase capacity, albeit often expensive and requires increased maintenance. An alternative is to increase the use of 3G AGPs for competitive matches, a move the FA is supporting.

There are 41 teams that regularly play fixtures on 3G pitches. They are primarily junior teams participating in the Alex Soccer Centre League however there is also usage of 3G pitches in the South Cheshire Youth League. Four senior teams play regularly on 3G, they are; Alex Soccer Centre U18 Girls, two Nantwich Town teams and Ocean Wanderers. In addition we were told that additional matches take place on 3G to support grass pitches in particular at Nantwich Town and Sandbach United, if

conditions and long term preservation of pitches dictate. This is a trend that is anticipated to increase in the future.

Seven of the eight 3G AGPs are either FA or FIFA approved to host competitive matches. They are:

- Alexandra Soccer Centre
- All Hallows Catholic College
- Cumberland Sports Arena
- Egerton Youth Club
- Holmes Chapel Leisure Centre
- Middlewich High School
- Sandbach Community Football Centre
- The Weaver Stadium (Nantwich Town)

In addition there a number of midweek leagues taking place on 3G that have not been picked up through the club analysis. Companies such as Cheshire FA, Soccer Sixes, Leisure Leagues and Match Night Sports Leagues run leagues throughout Cheshire East.

One full size AGP can accommodate, at any one time, either:

- Four 5v5 pitches
- Two 7v7 pitches
- Two 9v9 pitches
- One youth 11v11 pitch

Scenario 3 – Mini football on 3G AGP pitches

In order to test this scenario all mini football not currently taking place on 3G AGPs will be theoretically moved to test how many pitches would be required. For this test the peak period is taken a Sunday morning and three slots are allocated (9 – 10am, 10 – 11am and 11am – 12noon).

The supply in the peak period is 12 match equivalents for mini 5v5 and 6 match equivalents for mini 7v7 per week on a full size AGP.

There are currently 34 mini 5v5 teams and 44 mini 7v7 teams that do not currently play on 3G AGPs either through the clubs provision or in the Alex Soccer Centre central venue league.

This equates to a total requirements of 17 match equivalents for mini 5v5 teams and 22 match equivalents for mini 7v7 teams. The requirements on an 3G AGP in peak period would require an additional 1.4 for mini 5v5 teams and an additional 3.7 for mini 7v7 teams totalling 5.1. This would require 6 3G AGPs to cater for this demand.

In addition there are another 16 mini teams playing outside of the analysis area. This is due to a lack of competitive opportunities in Cheshire East for these teams either in the North of the analysis area or for girls. This would require two AGPs if all play is allocated in the peak time.

The total number of 3G AGPs required would be eight in addition to the provision already taking place on 3G AGPs through the Alex Soccer Centre League and South Cheshire Youth League. This accounts for considerable usage at Alexandra

Soccer Centre, Cumberland Sports Arena, Sandbach Community Football Centre and the Weaver Stadium (Nantwich Town).

Capacity Analysis

Usage of 3G AGPs has been gathered from club and site questionnaires to develop a picture of supply vs demand. The table 6.8 overleaf summarises the capacity for each 3G AGP.

This information is used to allocate capacity ratings as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain

Peak period

The peak period for matches is classed as Sunday mornings for both junior and seniors although there is current and potential match usage outside of this time throughout the weekend.

The peak period for training is classed as Tuesday, Wednesday and Thursday from 6 – 9pm. This is the most popular times as determined by clubs and facility providers. There is also training usage outside of this time.

Table 6.8 - Availability and usage of full size 3G AGPs

Site ID	Site	Analysis Area	Hours in peak period	Capacity in peak period		Comments
				Matches	Training	
6	Alexandra Soccer Centre	Crewe	34	Limited capacity	No capacity	Usage by clubs for training in peak period and small sided leagues. Limited capacity for training sessions in peak period. Used by Alexandra Soccer Centre League at weekends. Spare capacity for weekend matches.
7	All Hallows Catholic College	Macclesfield	29	Spare capacity	Limited capacity	Usage by clubs for training in peak period and small sided leagues. Limited capacity for training sessions in peak period. Spare capacity for weekend matches.
58	Cumberland Sports Arena	Crewe	34	Limited capacity	Limited capacity	Usage by clubs for training in peak period and small sided leagues. Limited capacity for training sessions in peak period. Used by South Cheshire Youth League at weekends. Spare capacity for weekend matches.
65	Egerton Youth Club	Knutsford	34	Spare capacity	No capacity	Fully booked during the week at peak time by Egerton Football Club. Potential capacity for additional weekend matches.
86	Holmes Chapel Leisure Centre	Congleton	32	Spare capacity	Limited capacity	Usage by clubs for training in peak period and small sided leagues. Limited capacity for training sessions in peak period. Spare capacity for weekend matches.
120	Middlewich High School	Congleton	29	Spare capacity	Limited capacity	Usage from teams from Northwich & Winsford as well as Cheshire East clubs. Limited capacity for training sessions in peak period. Spare capacity for weekend matches.
157	Sandbach Community Football Centre	Congleton	34	Limited capacity	No capacity	Fully booked during the week at peak time by Sandbach United. Also hired out to other small clubs for training. Used by South Cheshire Youth League at weekends. Potential capacity for additional weekend matches.
201	The Weaver Stadium (Nantwich Town)	Nantwich	34	Limited capacity	No capacity	Fully booked during the week at peak time by Nantwich Town. Used by South Cheshire Youth League at weekends. Potential capacity for additional weekend matches.

Supply & Demand Analysis

Based on the three scenarios run there is a deficit of 3G AGPs to meet the calculated demand in two scenarios and enough to meet the demand. In order to provide one full size 3G AGP for each 40 teams during the peak period there would need to be an additional eight 3G AGPs. To provide one full size 3G AGP for each 60 teams during the peak period there would need to be an additional three full size 3G AGPs. For the scenario of moving all 5v5 and 7v7 mini soccer there would need to be six full size 3G AGPs which in conjunction with bringing displaced demand back into Cheshire East would require an additional two therefore eight in total.

Spare Capacity

There is minimal spare capacity at the full size 3G AGPs in Cheshire East for midweek training in the peak period therefore it cannot be classed as actual spare capacity. At the weekend there is capacity to increase the number of competitive matches taking place on full size 3G AGPs. The following sites have spare capacity:

- All Hallows Catholic College
- Egerton Youth Club
- Holmes Chapel Leisure Centre
- Middlewich High School

There is also scope to increase the amount of matches taking place at sites at weekends through careful planning and programming of facilities.

Additional Capacity

In addition to the eight full size 3G AGPs there are also five small 3G AGPs, 18 full size sand based AGPs and eight small sand based AGPs in Cheshire East that are available for community use (total 31). None of the sand based AGPs are suitable for competitive play however some of the small 3G AGPs could be used for mini soccer. All could be utilised to meet training demand that cannot be catered for on the eight full size 3G AGPs.

Third Generation Artificial Grass Pitches (3G AGPs) Summary

- There are eight full size 3G AGPs in Cheshire East. All of the pitches are available for community use and used.
- There is a planned 3G AGP that will have a shock pad suitable for rugby use at Reaseheath College (Nantwich) which will replace a grass rugby pitch.
- Of the eight sites in Cheshire East four are managed by football clubs themselves, three are managed by a leisure trust Everybody Sport & Recreation either solely or through dual-use agreements and one being managed by a school.
- Five pitches are six years old or under, two are eight years old and one is 11 years old. The typical life of a 3G AGP is 10 years so one will need replacing shortly and another two in the next few years.
- Availability is good with all eight 3G AGPs being available for 29 hours plus in the peak period. Five are available for the full 34 hours identified by the Sport England's Facilities Planning Model as the peak period.
- Scenario Testing Results
 - In order to provide one full size 3G AGP for each 40 teams during the peak period there would need to be an additional eight 3G AGPs (total 16).
 - To provide one full size 3G AGP for each 60 teams during the peak period there would need to be an additional three full size 3G AGPs (total 11).
 - To move all 5v5 and 7v7 mini soccer there would need to be six full size 3G AGPs which in conjunction with bringing displaced demand back into Cheshire East would require an additional two therefore eight in total on top the mini usage at four sites.
- There is minimal spare capacity at the full size 3G AGPs in Cheshire East for midweek training in the peak period therefore it cannot be classed as actual spare capacity. At the weekend there is capacity to increase the number of competitive matches taking place on full size 3G AGPs.
- In addition to the eight full size 3G AGPs there are also five small 3G AGPs, 18 full size sand based AGPs and eight small sand based AGPs in Cheshire East that are available for community use (total 31). All have various levels of community use.

7. Hockey

Introduction

England Hockey (EH) is the National Governing Body for hockey. The game is played predominantly on sand based or sand filled artificial grass pitches (AGPs). Although competitive play cannot take place on third generation turf (3G) pitches, 40mm pitches may be suitable, in some instances, for beginner training and are preferred to poor grass or tarmac surfaces. For adults, a full size pitch for competitive matches must measure 100x60 yards.

In 2012, EH released its facility guidance (The Right Pitches in the Right Places) which is intended to assist organisations wishing to build or protect hockey pitches for hockey. It identifies that many existing hockey AGPs are nearing the end of their useful life as a result of the installation boom of the 90's. Significant investment is needed to update the playing stock and protect the sport against inappropriate surfaces for hockey as a result of the rising popularity of AGPs for a number of sports.

EH is seeking to invest in, and endorse clubs and hockey providers which have a sound understanding of the following:

- Single System – clubs and providers which have a good understanding of the Single System and its principles and are appropriately places to support the delivery.
- ClubsFirst accreditation – clubs with the accreditation are recognised as producing a safe effective and child friendly hockey environment
- Sustainability – hockey providers and clubs will have an approved development plan in place showing their commitment to developing hockey, retaining members and providing an insight into longer term goals. They will also need to have secured appropriate tenure.

Consultation

All clubs in Cheshire East were consulted by an electronic questionnaire sent out to the main club contacts as identified by England Hockey Relationship Manager Julie Longden. Responses were gained from all eight hockey clubs in Cheshire East which equated to a 100% response rate. Consultation took place in February 2014.

Supply

There are 18 full size sand based or sand filled pitches in Cheshire East. All of the pitches are available for community use however 14 are used by hockey clubs. All of those not used are on education sites.

The analysis area of Congleton has the most pitches (5) followed by Macclesfield (4). Poynton is the only analysis area not to have an AGP.

These findings are illustrated in table 7.1 and on a site by site basis in table 7.2 overleaf.

Table 7.1 - Summary of Hockey AGPs across all sites in Cheshire East

Analysis Area	Available & Used		Available & Unused		Not Available	
	Sites	Pitches	Sites	Pitches	Sites	Pitches
Congleton	5	5	0	0	0	0
Crewe	1	1	2	2	0	0
Knutsford	1	1	0	0	0	0
Macclesfield	2	2	2	2	0	0
Nantwich	2	2	0	0	0	0
Poynton	0	0	0	0	0	0
Wilmslow	3	3	0	0	0	0
Cheshire East	14	14	4	4	0	0

Table 7.2 - Site Specific Summary of Hockey AGPs across Cheshire East

Site ID	Site	Analysis Area	Community Use	Pitches	Floodlit
10	Alsager School (Alsager LC)	Congleton	Yes	1	Yes
51	Congleton High School	Congleton	Yes	1	Yes
57	Crewe Vagrants Sports Club	Nantwich	Yes	1	Yes
71	Fallibroome Academy	Macclesfield	Yes	1	Yes
95	Knutsford Academy	Knutsford	Yes	1	Yes
110	Malbank School & Sixth Form College	Nantwich	Yes	1	No
111	Manchester Metropolitan University (Alsager)	Congleton	Yes	1	Yes
160	Sandbach High School	Congleton	Yes	1	No
162	Sandbach School	Congleton	Yes	1	Yes
165	Shavington High School	Crewe	Yes	1	Yes
167	Sir William Stanier Leisure Centre	Crewe	Unused	1	Yes
170	South Cheshire College	Crewe	Unused	1	No
191	The Edge Hockey Centre	Wilmslow	Yes	1	Yes
193	The Kings School (Cumberland Street)	Macclesfield	Unused	1	Yes
196	The Macclesfield Academy	Macclesfield	Unused	1	Yes
203	Tytherington High School (Main)	Macclesfield	Yes	1	Yes
221	Wilmslow High School	Wilmslow	Yes	1	Yes
223	Wilmslow Phoenix	Wilmslow	Yes	1	Yes

Since the assessment took place there has been increased community usage at The Kings School (Cumberland Street) from Macclesfield Hockey Club.

Triton Hockey Club [Alsager] have been working with the developers on the Manchester Metropolitan University (Alsager) site to look at the feasibility to provide a new pitch and clubhouse for their use as part of a multi-sport hub site. This work is ongoing.

Both Malbank School & Sixth Form College and Shavington High School are used by Deeside Ramblers who are from outside of Cheshire East (Cheshire West & Chester) due to a lack of accessible facilities locally to meet their needs.

In addition there are eight small sand based AGPs in Cheshire East. None of the sites are currently used by clubs but could be used for training. They are illustrated in table 7.3 overleaf.

Table 7.3 - Site Specific Summary of Small Sand Based AGPs across Cheshire East

Site ID	Site	Analysis Area	Community Use	Size (m)	Floodlighting
22	Beech Hall School	Macclesfield	Unused	Unsure	No
62	Disley Amalgamated Sports Club	Poynton	Unused	46 x 35	Yes
69	Eric Swan Sports Ground	Crewe	Unused	Unsure	Yes
136	Parkroyal School	Macclesfield	Unused	40 x 30	No
149	Radbroke Hall	Knutsford	Unused	30 x 20	Yes
156	Ruskin Sports College	Crewe	Unused	78 x 36	Yes
198	The Oaks Academy (King's Grove School)	Crewe	Unused	87 x 40	No
222	Wilmslow Leisure Centre	Wilmslow	Unused	25 x 15	Yes

Ownership / Management

Of the eighteen sites available for community use eleven are managed by the education establishment themselves [Congleton High School, Fallibroome Academy, Malbank School & Sixth Form College, Manchester Metropolitan University (Alsager), Sandbach High School, Sandbach School, South Cheshire College, The Kings School (Cumberland Street), The Macclesfield Academy, Tytherington High School (Main) and Wilmslow High School].

A further four are managed under a dual use arrangement between the school and Everybody Sport & Recreation [Alsager School (Alsager LC), Knutsford Academy, Shavington High School and Sir William Stanier].

Crewe Vagrants Sports Club is owned and managed by the club. The Edge Hockey Centre is owned by Ryleys School and leased to Alderley Edge Hockey Club who also manage it. Wilmslow Phoenix is leased from Cheshire East Council and managed by Wilmslow Phoenix Sports Club.

Ancillary Facilities

All of the pitches have ancillary facilities ranging from basic changing and toilet facilities at all sites to more extensive club house facilities. A common issue raised is that the social facilities are not on the same site as their pitches with the exception of Crewe Vagrants Sports Club (Crewe Vagrants Hockey Club) and Wilmslow Phoenix (Wilmslow Hockey Club).

Quality

The typical life span of an AGP carpet is 10-12 years, but this depends heavily on the type of sub base used, quality of the carpet installed, usage levels and maintenance quality. Across Cheshire East there is a need to look at resurfacing a number of carpets as they are reaching the end of their usable life.

Of the 14 available for community use and used six are due for resurfacing [Alsager School (Alsager LC), Congleton High School, Crewe Vagrants Sports Club, Malbank School & Sixth Form College, Manchester Metropolitan University (Alsager) and Wilmslow Phoenix]. There are an additional five that are due for resurfacing in the next couple of years [Fallibroome Academy, Knutsford Academy, Sandbach High School, Sandbach School, Shavington High School].

The carpet at the remaining three sites The Edge Hockey Centre is five years old with both Tytherington High School (Main) and Wilmslow High School being resurfaced nine years ago.

In addition three of the sites not currently used by community clubs are newer and could be utilised by community clubs. Sir William Stanier Leisure Centre is seven years old, South Cheshire College is five years old and The Kings School (Cumberland Street) is four years old. In period between collecting the data and presenting the findings The Kings School (Cumberland Street) AGP is now being used for community use.

The pitch at Manchester Metropolitan University (Alsager) is part of a proposed development site and is currently in use by Triton Hockey Club. England Hockey, Sport England and the club have been in consultation with the developers and Cheshire East Council to discuss future provision locally and ensure their current and future needs are catered for.

These findings are illustrated in table 7.4 below.

Table 7.4 - Pitch quality by site

Site ID	Site	Analysis Area	Surface Type	Floodlit	Year built	Year resurfaced
10	Alsager School (Alsager LC)	Congleton	Sand Dressed	Yes	1995	n/a
51	Congleton High School	Congleton	Sand Dressed	Yes	2001	n/a
57	Crewe Vagrants Sports Club	Nantwich	Sand Filled	Yes	1994	n/a
71	Fallibroome Academy	Macclesfield	Sand Dressed	Yes	2005	n/a
95	Knutsford Academy	Knutsford	Sand Filled	Yes	1990	2003
110	Malbank School & Sixth Form College	Nantwich	Sand Filled	No	2001	n/a
111	Manchester Metropolitan University (Alsager)	Congleton	Sand Dressed	Yes	1990	n/a
160	Sandbach High School	Congleton	Sand Filled	No	2004	n/a
162	Sandbach School	Congleton	Sand Filled	Yes	2002	2003
165	Shavington High School	Crewe	Sand Filled	Yes	1994	2004
167	Sir William Stanier Leisure Centre	Crewe	Sand Filled	Yes	2008	n/a
170	South Cheshire College	Crewe	Sand Filled	No	2011	n/a
191	The Edge Hockey Centre	Wilmslow	Sand Dressed	Yes	2011	n/a
193	The Kings School (Cumberland Street)	Macclesfield	Sand Filled	Yes	1989	2012
196	The Macclesfield Academy	Macclesfield	Sand Filled	Yes	1990	n/a
203	Tytherington High School (Main)	Macclesfield	Sand Filled	Yes	1995	2007
221	Wilmslow High School	Wilmslow	Sand Filled	Yes	1965	2007
223	Wilmslow Phoenix	Wilmslow	Sand Dressed	Yes	2004	n/a

Based on data from Sport England's Active Places

Availability

The availability to play matches and train can limit the amount of teams that each club has. A major pressure area is Saturday afternoon when four matches can be played on any single AGP potentially limiting the amount of teams a club can have on their preferred home ground.

Usage of sand based AGPs is also common for football particularly in analysis areas without 3G AGPs [Poynton and Wilmslow] as well as within Congleton in Alsager and Congleton particularly although access issues arise in Knutsford and Sandbach.

Sport England's Facilities Planning Model (FPM) applies an overall peak period for AGPs of 34 hours a week (Monday to Thursday 17.00-21.00; Friday 17.00-19.00; Saturday and Sunday 09.00-17.00). This has been applied in conjunction with findings from consultation to provide a total number of hours available for community use per week during peak periods.

In the main, availability of provision in the peak period is generally good. Where there is provision on education sites, this is generally made available after school and at weekends. Availability is limited at the sites without floodlights to weekend usage.

The findings are illustrated in table 7.5 below.

Table 7.5 - Pitch availability by site

Site ID	Site	Analysis Area	Opening Times	Hours in peak period
10	Alsager School (Alsager LC)	Congleton	Mon-Thu 18.00-22.00, Fri 17.00-22.00, Sat 09.00-21.00 & Sun 09.00-16.00 (no floodlights on Sun)	29
51	Congleton High School	Congleton	Mon-Fri 17.45-22.00, Sat 10.00-17.00, Sun 10.00-17.00	28.25
57	Crewe Vagrants Sports Club	Nantwich	Mon-Fri 08.30-22.00, Weekend 09.00-22.00	34
71	Fallibroome Academy	Macclesfield	Mon-Fri 18.00-22.00, Weekend 09.00-22.00	29
95	Knutsford Academy	Knutsford	Mon-Fri 17.00-22.00, Sat 12.00-18.00, Sun 10.00-18.00	30
110	Malbank School & Sixth Form College	Nantwich	Weekend 09.00-17.00	16
111	Manchester Metropolitan University (Alsager)	Congleton	Theoretically Mon-Fri 09.00-22.00, Weekend 09.00-20.00. Only open when being used by clubs, no casual bookings.	34
160	Sandbach High School	Congleton	Weekend 09.00-17.30	16
162	Sandbach School	Congleton	Mon-Fri 18.00-22.00, Weekend 09.00-18.00	29
165	Shavington High School	Crewe	Mon-Fri 17.00-22.00, Sat 09.00-19.00, Sun 09.00-20.00	34
167	Sir William Stanier Leisure Centre	Crewe	Mon-Fri 17.00-23.00, Weekend 09.30-20.30	33
170	South Cheshire College	Crewe	Weekend 09.00-17.00	16
191	The Edge Hockey Centre	Wilmslow	Mon-Fri 09.00-21.00, Weekend	34

			09.00-18.00	
193	The Kings School (Cumberland Street)	Macclesfield	Mon-Fri 17.30-21.00, Weekend 12.00-21.00	25.5
196	The Macclesfield Academy	Macclesfield	Mon-Fri 17.30-21.00, Weekend 00.00-23.59	31.5
203	Tytherington High School (Main)	Macclesfield	Mon-Fri 17.00-22.00, Weekend 09.00-22.00	34
221	Wilmslow High School	Wilmslow	Mon-Fri 17.00-22.00, Weekend 09.00-22.00	34
223	Wilmslow Phoenix	Wilmslow	Mon-Fri 09.00-22.00, Weekend 09.00-20.00	34

Based on data from Sport England's Active Places

Demand

Participation in hockey in Cheshire East varies from small clubs to larger clubs with multiple adult and junior teams. In total there are eight clubs in Cheshire East with 71 teams playing regular competitive hockey.

Table 7.6 – Number of hockey clubs and teams in Cheshire East

Analysis Area	Number of clubs	Number of teams					
		Open Age (16-55)			Junior (11-15)		
		Mens	Womens	Total	Boys	Girls	Total
Congleton	3	7	4	11	2	1	3
Crewe	1	1	1	2	0	0	0
Knutsford	1	3	2	5	0	0	0
Macclesfield	1	4	4	8	4	3	7
Nantwich	1	4	3	7	1	2	3
Poynton	0	0	0	0	0	0	0
Wilmslow	2	11	10	21	5	1	6
Cheshire East	9	30	24	54	12	7	19

Table 7.7 – Number of hockey players in Cheshire East

Analysis Area	Number of players				
	Open Age (16-55)		Junior (11-15)		Total
	Mens	Womens	Boys	Girls	
Congleton	92	43	57	34	226
Crewe	0	0	0	0	0
Knutsford	25	10	25	15	75
Macclesfield	62	44	27	51	184
Nantwich	60	35	15	25	135
Poynton	0	0	0	0	0
Wilmslow	171	96	92	175	534
Cheshire East	410	228	216	300	1154

Table 7.8 - Number of hockey teams and players by club in Cheshire East

Club	Analysis Area	Number of teams				Current number of players			
		Open Age (16-55)		Junior (11-15)		Open Age (16-55)		Junior (11-15)	
		Mens	Womens	Boys	Girls	Mens	Womens	Boys	Girls
Alderley Edge Hockey Club	Wilmslow	7	6	4	0	98	42	75	152
Crewe Vagrants Hockey Club	Nantwich	4	3	1	2	60	35	15	25
Knutsford Hockey Club	Knutsford	3	2	0	0	25	10	25	15
Macclesfield Hockey Club	Macclesfield	4	4	4	3	62	44	27	51
Manchester Metropolitan University (MMU) Hockey Club	Crewe	1	1	0	0	TBC	TBC	0	0
Sandbach Hockey Club	Congleton	1	0	0	0	20	0	0	0
South Cheshire Hockey Club	Congleton	2	2	0	0	TBC	TBC	TBC	TBC
Triton Hockey Club	Congleton	4	2	2	1	72	43	57	34
Wilmslow Hockey Club	Wilmslow	4	4	1	1	73	54	17	23

Site usage

Each club was asked for their home site and any other sites they use for competitive matches or training purposes. The findings are displayed in table 7.9 below.

Table 7.9 – Site usage and preferred home site by each club

Club	Analysis Area	Site(s) Used for Matches	Site(s) Used for Training
		Preferred home ground in bold	
Alderley Edge Hockey Club	Wilmslow	The Edge Hockey Centre Fallibroome Academy Wilmslow High School	The Edge Hockey Centre
Crewe Vagrants Hockey Club	Nantwich	Crewe Vagrants Sports Club	Crewe Vagrants Sports Club
Knutsford Hockey Club	Knutsford	Knutsford Academy	Knutsford Academy
Macclesfield Hockey Club	Macclesfield	Tytherington High School (Main) Fallibroome Academy	Tytherington High School (Main)
MMU Hockey Club	Crewe	Crewe Vagrants Sports Club	Crewe Vagrants Sports Club
Sandbach Hockey Club	Congleton	Sandbach High School	Sandbach School
South Cheshire Hockey Club	Congleton	Congleton High School	Congleton High School
Triton Hockey Club	Congleton	Alsager School (Alsager LC) Manchester Metropolitan University (Alsager)	Manchester Metropolitan University (Alsager) Alsager School (Alsager LC)
Wilmslow Hockey Club	Wilmslow	Wilmslow Phoenix	Wilmslow Phoenix

In addition Deeside Ramblers Hockey Club use Malbank School & Sixth Form College and Shavington High School. This is displaced demand from Cheshire West and Chester. Neither of these sites are used by hockey clubs in Cheshire East.

Unmet Demand

Unmet demand is existing demand that is not getting access to pitches. It is usually expressed, for example, where a team is already training but is unable to access a match pitch or where a league has a waiting list due to a lack of pitch provision which in turn is hindering its growth. There are no clubs in Cheshire East that are reporting unmet demand.

Displaced Demand

Displaced demand generally relates to play by teams or other users of playing pitches from within the study area which takes place outside the area.

Due to the format of competitions that Macclesfield Hockey Club (5 junior teams) and Triton Hockey Club (2 junior teams) play in they play at central venues in Belle Vue, Manchester and Timperley, Stockport. Therefore seven teams from Cheshire East are displaced.

This is through choice rather than necessity. It is also worth noting that both of these teams could be catered for inside the assessment area if the competition format changed.

Latent Demand

Clubs were asked if they had more pitches would they have more teams. Alderley Edge Hockey Club believe they could have an additional four teams (1 mens, 1 ladies and 2 junior), Macclesfield an additional two teams (1 mens, 1 ladies), and Triton an additional two teams (1 mens, 1 ladies). This could require an additional 4.5 hours of usage in the peak period to cater for this demand. Wilmslow also believe they could get up to an additional 8 teams at various age groups.

Sport England's Market Segmentation tool allows analysis of the 'the percentage of adults that would like to participate in hockey but are not currently doing so' – latent demand. It identifies at a latent demand 583 people. The highest segment that would like to participate is Chloe [Fitness Class Friends] at 15.6% which is 91 people followed by Tim [Settling Down Males] at 10.3% which is 60 people.

Capacity Analysis

The capacity to provide competitive match and training opportunities is limited by availability of AGPs.

In order to accurately calculate supply and demand for hockey the following assumptions have been made:

- All matches last for 1.5 hours
- All senior matches take place on Saturdays (unless advised otherwise)
- All junior matches do not take place on Saturdays (unless advised otherwise)
- All teams play an equal number of home and away matches
- All clubs play on their preferred home ground to its capacity (unless advised otherwise)

To calculate capacity on individual pitches following assumptions have been made:

- Pitches with floodlights can carry four matches
- Pitches with floodlights can carry three matches

This information is used to allocate capacity ratings as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain

Peak Period

The peak period for hockey has been identified as Saturday afternoons which can cater for four matches if the AGP has floodlights or three matches without.

Table 7.10 – Availability and usage of Hockey AGPs

Site ID	Site	Analysis Area	Hours in peak period	Hockey usage	Other usage	Spare capacity	Capacity for hockey	Comments
				(%)				
10	Alsager School (Alsager LC)	Congleton	29	28%			At capacity	Used by Triton Hockey Club for matches and junior training as well as football clubs for training purposes.
51	Congleton High School	Congleton	28.25	18%			Spare capacity for matches	Used by South Cheshire Hockey Club for matches and training. Heavily used by Congleton Rovers FC for training purposes. School has started exploring resurfacing options including 3G.
57	Crewe Vagrants Sports Club	Nantwich	34	53%	30%	17%	At capacity	Used by Crewe Vagrants Hockey Club for matches and training as well as football clubs for training purposes. Also used by MMU Cheshire Hockey Club.
71	Fallibroome Academy	Macclesfield	29	7%			Spare capacity for matches	Used primarily by football clubs and is also used by Alderley Edge and Macclesfield Hockey Clubs.
95	Knutsford Academy	Knutsford	30	22%			Spare capacity for matches	Used by Knutsford Hockey Club for matches and training as well as football clubs for training purposes.
110	Malbank School & Sixth Form College	Nantwich	16	3%			Spare capacity for matches	Does not have floodlights so is only available at weekends. Used infrequently by Deeside Ramblers Hockey Club as an overspill facility and by local football and rugby clubs.
111	Manchester Metropolitan University (Alsager)	Congleton	34	16%			Spare capacity for matches	Subject to a planning application with proposals to replace the AGP. May cause capacity issues if AGP is unavailable for a period of time. Used by Triton Hockey Club for training and matches.
160	Sandbach High School	Congleton	16	10%	0%	90%	Spare capacity for matches	Does not have floodlights so is only available at weekends. Used by Sandbach Hockey Club for matches.
162	Sandbach School	Congleton	29	7%			Spare capacity for matches	Used primarily by local football clubs. Used for training purposes by Sandbach Hockey Club.

Site ID	Site	Analysis Area	Hours in peak period	Hockey usage	Other usage	Spare capacity	Capacity for hockey	Comments
				(%)				
165	Shavington High School	Crewe	34	1%			Spare capacity for matches	Used primarily by local football and rugby clubs as well as infrequently by Deeside Ramblers Hockey Club.
167	Sir William Stanier Leisure Centre	Crewe	33	0%			No hockey use currently	Used primarily by local football clubs for training purposes. No hockey goals.
170	South Cheshire College	Crewe	16	0%	0%	100%	No hockey use currently	Does not have floodlights so is only available at weekends. Used primarily by students during the week. No hockey goals.
191	The Edge Hockey Centre	Wilmslow	34	70%	18%	12%	At capacity	Used by Alderley Edge Hockey Club for matches and training as well as football clubs for training purposes.
193	The Kings School (Cumberland Street)	Macclesfield	25.5	0%			No hockey use currently	Not used by hockey clubs at time of analysis. Has since been used by Macclesfield Hockey Club for matches and training.
196	The Macclesfield Academy	Macclesfield	31.5	0%			No hockey use currently	Used primarily by local football clubs for training purposes. No hockey goals.
203	Tytherington High School (Main)	Macclesfield	34	34%			At capacity	Used by Macclesfield Hockey Club for matches and training as well as football clubs for training purposes.
221	Wilmslow High School	Wilmslow	34	2.5			Spare capacity for matches	Used by Alderley Edge Hockey Club for matches and by football clubs for training purposes.
223	Wilmslow Phoenix	Wilmslow	34	37%	47%	16%	At capacity	Used by Wilmslow Hockey Club for matches and training as well as football and lacrosse clubs for training purposes.

The Kings School is now used by Macclesfield Hockey Club for matches and training.

Supply and Demand Analysis

Based on the 52 adult teams in Cheshire East (discounting Manchester Metropolitan University Hockey Club as they play mid-week in BUCS competitions) there is a requirement for seven pitches (rounded up from 6.5) to meet demand at peak time (Saturday). This is factoring in home and away games and on the assumption that pitches that are floodlit therefore can host four matches per week.

In Cheshire East there is additional peak time usage by Badgers (U15) and Beavers (U13) teams from Alderley Edge (2 Badgers & 2 Beavers) and Triton (1 Badgers & 1 Beavers) which requires another one pitch (rounded up from 0.75). Therefore the overall total is eight pitches (rounded up from 7.25). This is factoring in home and away games and on the assumption that pitches are floodlit therefore can host four matches per week.

In Cheshire East there are currently 15 floodlit AGPs suitable for hockey as well as an additional three that do not have floodlights that are available for community use during the peak period. There is enough supply to meet the demand. There are 14 pitches that are used by hockey clubs (11 floodlit and 3 non-floodlit) which equates to a potential carry capacity of 53 matches on Saturdays.

There are however are a number of current and future issues that need consideration. They are:

- There is a particular capacity issue in Wilmslow where 21 teams are situated which results in a requirement for three AGPs to meet the demand. Alderley Edge Hockey Club already use pitches in Macclesfield (4 miles) as well as Wilmslow High School to meet demand. Any demand for further senior teams at Wilmslow Hockey Club will require additional pitch access to meet this demand.
- Of the 14 AGPs used by clubs for community use only three (The Edge Hockey Centre – 5 years, Tytherington High School (Main) – 9 years & Wilmslow High School – 9 years) are under 10 years old. The other 11 all need to be resurfaced in the near future. If any of these facilities were to become unusable it could have effect hockey usage in Cheshire East.
- The Manchester Metropolitan University (Alsager) site is subject to a planning application including the replacement of the sand based AGP. Depending on the outcome of this application there could potentially be consequences to the Triton usage of this site for matches and training. The training usage can be catered for on the Alsager School (Alsager LC) site although there may need to be some flexibility with current bookings at the site. There is also potential for the current match usage to be catered for on this site applying EHB guidance that four matches can be catered for on a Saturday although this is not the clubs preferred option. In addition if the application includes the replacement of a sand based AGP there could be a period of time, depending how the project is planned, when the new and old AGPs are not available. There is potential for this usage to be catered for either at Alsager School (Alsager LC) or other local AGPs such as Congleton High School (5 miles), Sandbach School (3 miles) or Sandbach High School (3 miles).

Spare Capacity

We need to identify whether the potential capacity can be classified as spare capacity due to its availability in the peak period.

There are nine sites showing spare capacity equating to a potential 24 match equivalent sessions in the peak period. Seven have floodlights while two do not.

Of the sites showing spare capacity there is the most within Congleton with 4 sites and 12.5 match equivalents per week. In particular there is growth potential in Sandbach which has two pitches and potentially 6.5 match equivalents per week.

It is illustrated by analysis area in table 7.11 and by site in table 7.12 below.

Table 7.11 - Actual spare capacity by analysis area

Analysis Area	No. of Pitches available in peak period			Capacity Rating (match equivalents)		
	With Floodlights	Without Floodlights	Total	With Floodlights	Without Floodlights	Total
Congleton	3	1	4	10	2.5	12.5
Crewe	1	0	1	3.5	0	3.5
Knutsford	1	0	1	2	0	2
Macclesfield	1	0	1	1.5	0	1.5
Nantwich	0	1	1	0	2.5	2.5
Poynton	0	0	0	0	0	0
Wilmslow	1	0	1	2	0	2
Cheshire East	7	2	9	19	5	24

Table 7.12 - Actual spare capacity by site

Site ID	Site	Analysis Area	Capacity Rating in peak period (match equivalents)
51	Congleton High School	Congleton	3
71	Fallibroome Academy	Macclesfield	1.5
95	Knutsford Academy	Knutsford	2
110	Malbank School & Sixth Form College	Nantwich	2.5
111	Manchester Metropolitan University (Alsager)	Congleton	3
160	Sandbach High School	Congleton	2.5
162	Sandbach School	Congleton	4
166	Shavington High School	Crewe	3.5
221	Wilmslow High School	Wilmslow	2

There is also potential to utilise some of the pitches that are available for community but are unused for hockey. All sites have availability in the peak period. They are:

- Sir William Stanier Leisure Centre – Crewe
- South Cheshire College – Crewe
- The Kings School (Cumberland Street) – Macclesfield
- The Macclesfield Academy – Macclesfield

Since the analysis was undertaken The Kings School (Cumberland Street) is being used by Macclesfield Hockey Club for matches and training.

Future Demand

Future demand can be defined in two ways, through participation increases and using population forecasts. Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth.

Analysis Area	Age Group	Current	Future	Current number of teams	TGR	Future number of teams	Additional teams based on TGR
		population within age group					
Cheshire East	Boys 10-18	10900	11790	12	908.3	13.0	1.0
	Girls 10-18	10600	11465	7	1514.3	7.6	0.6
	Men 19-45	93000	100593	30	3100.0	32.4	2.4
	Women 19-45	94200	101891	24	3925.0	26.0	2.0
Congleton	Boys 11-15	2700	2976	2	1350.0	2.2	0.2
	Girls 11-15	2600	2866	1	2600.0	1.1	0.1
	Men 16-55	22500	24799	7	3214.3	7.7	0.7
	Women 16-55	22700	25019	4	5675.0	4.4	0.4
Crewe	Boys 11-15	2500	2742	0	0	0	0
	Girls 11-15	2600	2852	0	0	0	0
	Men 16-55	23400	25669	1	23400.0	1.1	0.1
	Women 16-55	23400	25669	1	23400.0	1.1	0.1
Knutsford	Boys 11-15	700	748	0	0	0	0.0
	Girls 11-15	700	748	0	0	0	0.0
	Men 16-55	6000	6412	3	2000.0	3.2	0.2
	Women 16-55	6000	6412	2	3000.0	2.1	0.1
Macclesfield	Boys 11-15	2000	2127	4	500.0	4.3	0.3
	Girls 11-15	1900	2020	3	633.3	3.2	0.2
	Men 16-55	17900	19035	4	4475.0	4.3	0.3
	Women 16-55	18200	19354	4	4550.0	4.3	0.3
Nantwich	Boys 11-15	1000	1050	1	1000.0	1.1	0.1
	Girls 11-15	1000	1050	2	500.0	2.1	0.1
	Men 16-55	8900	9345	4	2225.0	4.2	0.2
	Women 16-55	8900	9345	3	2966.7	3.2	0.2
Poynton	Boys 11-15	700	721	0	0	0	0.0
	Girls 11-15	700	721	0	0	0	0.0
	Men 16-55	5100	5250	0	0	0	0.0
	Women 16-55	5300	5456	0	0	0	0.0
Wilmslow	Boys 11-15	1200	1326	5	240.0	5.5	0.5
	Girls 11-15	1100	1216	1	1100.0	1.1	0.1
	Men 16-55	9300	10278	11	845.5	12.2	1.2
	Women 16-55	9700	10720	10	970.0	11.1	1.1

In terms of pitch provision this is illustrating that there would be:

- An additional 1 boys (10-18) team that would requiring 0.5 match equivalents per week.
- An additional 2 mens (16-55) and womens (16-55) would be required across Cheshire East requiring an additional two match equivalents in the peak period between them.

1 mens and womens team could be formed in Wilmslow which would have to be catered for at Wilmslow High School or outside of the peak period with capacity already being reached at The Edge Hockey Centre and Wilmslow Phoenix.

- No change in girls (10-18) teams.

Scenario Testing

AGP Resurfacing Requirements

As identified earlier within this section 11 of the AGPs that are used by hockey clubs are due to be resurfaced in the near future. There is a risk that this may not be undertaken or alternatively they may be resurfaced as a 3G AGP and not suitable for competitive hockey usage. This scenario looks at the impact it would have on the theoretical carry capacity if some of the AGPs were to become unavailable for community use. This does not take into account local issues.

The findings illustrate that theoretically if up to four AGPs were lost or changed to 3G the current demand for competitive hockey could be catered for within the peak period. It is worth noting that any proposals to change sand based AGPs to 3G would need more careful consideration but could be feasible in areas where there is a lack of demand for hockey. The findings are illustrated in table 7.13 below.

Table 7.13 – Effect on carry capacity of removing or changing the surface of AGPs

Number of AGPs unavailable or changed to 3G	Amended carry capacity	Supply vs Demand analysis
	(based on 4 match equivalents per Saturday)	
2	45	19
4	37	11
6	29	3
8	21	-5

Conclusions

This section will consider the extent in which current provision can accommodate current and future demand.

Based on the current demand, 52 adult teams discounting Manchester Metropolitan University Hockey Club as they play mid-week in BUCS competitions, there is a requirement for seven pitches (rounded up from 6.5) at peak time (Saturday). This is factoring in home and away games and on the assumption that pitches that are floodlit therefore can host four matches per week.

There is additional peak time usage by Badgers (U15) and Beavers (U13) teams from Alderley Edge (2 Badgers & 2 Beavers) and Triton (1 Badgers & 1 Beavers) which requires another one pitch (rounded up from 0.75). Therefore the overall total is eight pitches (rounded up from 7.25). This is factoring in home and away games and on the assumption that pitches are floodlit therefore can host four matches per week.

There are 14 AGP pitches that are used by hockey clubs (11 floodlit and 3 non-floodlit) which equates to a potential carry capacity of 53 matches on Saturdays.

The future demand using TGRs is anticipating an additional five teams (2 mens [16-55], 2 womens [16-55] and 1 boys [10-18]). This can be catered for on the existing facilities across Cheshire East.

There is some slight concern according to projections 1 mens and womens team could be formed in Wilmslow. There is already a capacity issue locally with Alderley

Edge Hockey Club already using pitches in Macclesfield (4 miles) as well as Wilmslow High School to meet demand. Usage at Wilmslow High School or playing outside of the peak period would be required with capacity already being reached at The Edge Hockey Centre and Wilmslow Phoenix.

Potential Actions Required

AGP surface renewal plan

The main area of concern when planning for the future is the age of the AGP surfaces. Of the 14 AGPs used by clubs for community use only three (The Edge Hockey Centre – 5 years, Tytherington High School (Main) – 9 years & Wilmslow High School – 9 years) are under 10 years old. The other 11 all need to be resurfaced in the near future.

Hockey Summary

- There are 18 full size sand based or sand filled pitches in Cheshire East. All of the pitches are available for community use however 14 are used by hockey clubs. All of those not used are on education sites.
- Of the eighteen sites available for community use eleven are managed by the education establishment themselves, four are managed under a dual use arrangement between the school and Everybody Sport & Recreation with the other three being managed by the clubs themselves.
- The typical life span of an AGP carpet is 10-12 years. Of the 14 available for community use and used six are due for resurfacing, an additional five that are due for resurfacing in the next couple of years and the carpet at the other three sites has considerable wear left in them.
- There are eight clubs in Cheshire East with 71 teams playing regular competitive hockey.
- In addition Deeside Ramblers Hockey Club (Cheshire West & Chester) use Malbank School & Sixth Form College and Shavington High School.
- There is displaced demand of seven junior teams, however this is due to the competition they compete in rather than a lack of facilities.
- Clubs have a perceived latent demand of eight teams. Two of these are each at Alderley Edge and Triton Hockey Clubs which cannot be catered for at their respective home grounds although could be catered for within a mile of their home ground. The other demand can be catered for within existing facilities.
- Based on the 52 adult teams in Cheshire East (discounting MMU Hockey Club) there is a requirement for seven pitches (rounded up from 6.5) to meet demand at peak time.
- In Cheshire East there are currently 15 floodlit AGPs suitable for hockey as well as an additional three that do not have floodlights that are available for community use during the peak period. There is enough supply to meet the demand. There are 14 pitches that are used by hockey clubs (11 floodlit and 3 non-floodlit) which equates to a potential carry capacity of 53 matches on Saturdays.
- There are nine sites showing spare capacity equating to a potential 24 match equivalent sessions in the peak period. Seven have floodlights while two do not.
- There is also potential to utilise some of the pitches that are available for community but are unused for hockey. All sites have availability in the peak period.
- Population projections suggest an additional five teams (2 mens [16-55], 2 womens [16-55] and 1 boys [10-18] requiring an additional 2.5 match equivalents per week.

7. Lacrosse

Introduction

English Lacrosse is the Governing Body of Sport for Lacrosse in England. The role of the Body is to control, promote and develop the sport Lacrosse across the country.

Participation in Lacrosse in Cheshire East is limited to north of the borough in two community clubs. English Lacrosse are keen to expand further into Macclesfield and the surrounding areas.

Consultation

Both clubs within Cheshire East were consulted through a questionnaire and this was checked with the lead contact Doug Martin from English Lacrosse along with their development aims for the area in July 2014.

Supply

There a total of seven lacrosse pitches in Cheshire East based across three sites all of which are available for community use although there are some additional junior pitches over marked on senior pitches. The management and maintenance of the sites is split with two being managed and maintained by the clubs themselves and the other being maintained by the local authority.

Lacrosse pitches are located in two analysis areas (Poynton and Wilmslow) to the North East of the borough. This is reflective of the location of the two community clubs Poynton Lacrosse Club and Wilmslow Lacrosse Club.

These findings are illustrated in tables 7.1 and 7.2 below.

Table 7.1 - Summary of Lacrosse Pitches across all sites in Cheshire East

Analysis Area	Number of sites	Number of pitches	
		Junior	Senior
Congleton	0	0	0
Crewe	0	0	0
Knutsford	0	0	0
Macclesfield	0	0	0
Nantwich	0	0	0
Poynton	2	0	3
Wilmslow	1	0	4
Cheshire East	3	0	7

Table 7.2 – Site Specific Summary of Lacrosse Pitches across Cheshire East

Site ID	Site	Analysis Area	Community Use	No. of pitches	Pitch Type	Management
129	Mount Vernon	Poynton	Yes	1	Senior	Local Authority
145	Poynton Sports Club	Poynton	Yes	2	Senior	Club
223	Wilmslow Phoenix	Wilmslow	Yes	4	Senior	Club

Pitch Quality

The Sport England 'Playing Pitch Guidance, An approach to Developing and Delivering a Playing Pitch Strategy' guidance does not include lacrosse guidance therefore English Lacrosse has been consulted to support the process of determining pitch quality. The quality of the pitches across Cheshire East are summarised in table 7.3 below.

Table 7.3 – Pitch quality overview of all Lacrosse Pitches across Cheshire East

	Good	Standard	Poor
Poynton	0	2	1
Wilmslow	1	3	0
Cheshire East	1	5	0

Ancillary Facilities

Both clubs within Cheshire East have access to ancillary facilities at their home grounds which include changing rooms, parking, kitchen access and a bar. The site at Mount Vernon does not have any ancillary facilities and is therefore identified as spare site used by Poynton Lacrosse Club.

Security of Tenure

All sites in Cheshire East have a secure tenure with one being owned by the club, one being on a long term lease from the local authority to the club and the other being owned and managed by the local authority.

Poynton Lacrosse Club is a club within the larger Poynton Sports Club which owns all of the facilities on site which includes a football pitch, crown green bowls rink, six tennis courts and a cricket pitch which the lacrosse pitch is over marked on.

Wilmslow Lacrosse Club is part of Wilmslow Phoenix Sports Club which leases the ground from Cheshire East Council. There is 27 years left on the 35 year lease. The site also includes an artificial grass pitch used primarily for hockey, a football pitch and a cricket pitch which also includes two lacrosse pitches in the outfield.

Demand

Club based lacrosse in Cheshire East is split between the two clubs Poynton and Wilmslow. One team from each club, Under 19s, plays in a central venue league at Timperley which is outside of the analysis area. This is seen as displaced demand although this is through choice rather than necessity as facilities are available to cater for this demand. This is displayed by in tables 7.4 by analysis area and 7.5 by club overleaf.

Table 7.4 – Lacrosse teams in Cheshire East by analysis area

Analysis Area	Open Age (19-45)		Junior (10-18)		Total
	Mens	Womens	Boys	Girls	
Congleton	0	0	0	0	0
Crewe	0	0	0	0	0
Knutsford	0	0	0	0	0
Macclesfield	0	0	0	0	0
Nantwich	0	0	0	0	0
Poynton	4	0	5	0	9
Wilmslow	3	1	3	0	7
Cheshire East	7	1	8	0	16

Table 7.5 – Lacrosse teams in Cheshire East by club

Club	Analysis Area	Open Age (19-45)		Junior (10-18)		Total
		Mens	Womens	Boys	Girls	
Poynton Lacrosse Club	Poynton	4	0	5	0	9
Wilmslow Lacrosse Club	Wilmslow	3	1	3	0	7

Since the analysis took place Poynton Lacrosse Club have developed a girls junior team. They are looking to develop two further junior girls teams in 2016/17.

Training

Both clubs use artificial grass surfaces at their home ground to train on. Poynton Lacrosse Club have access to sand based AstroTurf tennis courts whilst Wilmslow Lacrosse Club used a full sized sand based AstroTurf which is also used for football and hockey. Both facilities are floodlit and neither raise capacity issues.

Leagues

Both clubs play in the North of England Men's Lacrosse Association (NEMLA) league and cup competitions. Wilmslow also play in the North Women's Lacrosse Association (NWLA) league.

Unmet Demand

Unmet demand is existing demand that is not getting access to pitches. It is usually expressed, for example, where a team is already training but is unable to access a match pitch or where a league has a waiting list due to a lack of pitch provision which in turn is hindering its growth. There is not any evidence of unmet demand in lacrosse in Cheshire East.

Latent Demand

The clubs were asked if they had access to appropriate facilities, either at the club or locally, would they have more teams. Poynton Lacrosse Club illustrated that could field an additional 4 junior teams if they had more facilities. This illustrates that the current access to facilities is hindering the development of the sport.

The Sport England Market Segmentation tool does not work for lacrosse as the sample size is not large enough to produce a valid result therefore we cannot use this to suggest latent demand as in the other sports.

Displaced Demand

Displaced demand generally relates to play by teams or other users of playing pitches from within the study area which takes place outside the area.

Due to the format of the NEMLA Under 19s competition all games are played at a central venue in Timperley which is outside of Cheshire East therefore two teams from Cheshire East are displaced. This is through choice rather than necessity. It is also worth noting that both of these teams could be catered for inside the assessment area if the competition format changed.

Capacity Analysis

The capacity for pitches to regularly accommodate competitive play, training and other activity over a season is generally determined by pitch quality. Pitch quality affects the playing of the game therefore has an impact on the overall lacrosse playing experience.

In order to accurately calculate supply and demand in lacrosse the following assumptions have been made:

- All teams play an equal number of matches at home and away therefore 0.5 match equivalents per week is calculated for each team.
- All senior matches are played on senior pitches.
- All junior matches (U12, U14 & U16) are either played on dedicated junior pitches (where supplied) or over marked on senior pitches.
- Only competitive matches are played on grass pitches, all training takes places on AGPs.
- All adult matches take place on Saturday afternoon.
- All junior boys matches take place on Saturday mornings, all junior girls games take place on Sunday mornings.

As lacrosse is not recognised in the Sport England 'Playing Pitch Guidance, An approach to Developing and Delivering a Playing Pitch Strategy' guidance therefore a pitch quality and capacity needed to be established for each pitch. To make it simpler the FA's guidance was adopted.

Lacrosse pitch capacity ratings

Pitch quality	Matches per week
Good	3
Standard	2
Poor	1

This information is used to allocate capacity ratings as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain
Overused	Play exceeds the level the site can sustain

The Peak Period

To establish true spare capacity the peak period needs to be established. The peak time for adults is Saturday afternoon and Saturday morning for juniors.

Table 7.6 – Site Specific Capacity of Sites

Site ID	Site	Analysis Area	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
							(match equivalents per week)		
129	Mount Vernon	Poynton	Secure	1	Senior	Standard	0.5	2	1.5
145	Poynton Sports Club	Poynton	Secure	2	Senior	Standard	3.5	4	0.5
223	Wilmslow Phoenix	Wilmslow	Secure	1	Senior	Good	2	3	1
				3		Standard	1.5	6	4.5

Poynton Sports Club has an additional junior pitch which is over marked on the senior pitches therefore is counted within the calculations for that pitch.

All pitches at Oakwood Farm can be over marked as junior pitches.

Supply and Demand Analysis

Spare Capacity

We need to identify whether the potential capacity can be classified as actual spare capacity due to its availability in the peak period.

All lacrosse sites in Cheshire East have some spare capacity. Oakwood Farm has the most spare capacity with 5.5 match equivalents per week. This is illustrated in table 7.7 below.

Table 7.7 – Actual spare capacity

Site ID	Site	Analysis Area	Pitch Type	No. of pitches	Capacity Rating (match equivalents)	Pitches available in peak period
129	Mount Vernon	Poynton	Senior	1	1.5	1.5
145	Poynton Sports Club	Poynton	Senior	2	0.5	0
223	Wilmslow Phoenix	Wilmslow	Senior	4	5.5	4.5

Latent Demand

Poynton Lacrosse Club illustrated they could have an additional 4 junior teams if they had access to suitable facilities. There would need to be an additional 2 match equivalents to host this latent demand. Through usage at Mount Vernon three of these teams could be accommodated, this is however not the club's preferred site due to pitch quality and lack of changing provision.

Future Demand

Future demand can be defined in two ways, through participation increases and using population forecasts. Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth. The table 7.8 below illustrates the team generation rates.

Table 7.8 - Team generation rates for lacrosse

Analysis Area	Age Group	Current	Future	Current number of teams	TGR	Future number of teams	Additional teams based on TGR
		population within age group					
Cheshire East	Boys 10-18	20000	21633	8	2500.0	8.7	0.7
	Girls 10-18	18900	20443	0	0	0	0
	Men 19-45	58100	62844	7	8300.0	7.6	0.6
	Women 19-45	59400	64250	1	59400.0	1.1	0.1
Congleton	Boys 11-15	5000	5511	0	0	0	0
	Girls 11-15	4600	5070	0	0	0	0
	Men 16-55	13600	14990	0	0	0	0
	Women 16-55	13900	15320	0	0	0	0
Crewe	Boys 11-15	4800	5265	0	0	0	0
	Girls 11-15	4600	5046	0	0	0	0
	Men 16-55	15500	17003	0	0	0	0
	Women 16-55	15800	17332	0	0	0	0

Knutsford	Boys 11-15	1200	1282	0	0	0	0
	Girls 11-15	1200	1282	0	0	0	0
	Men 16-55	3600	3847	0	0	0	0
	Women 16-55	3600	3847	0	0	0	0
Macclesfield	Boys 11-15	3600	3828	0	0	0	0
	Girls 11-15	3400	3616	0	0	0	0
	Men 16-55	11400	12123	0	0	0	0
	Women 16-55	11600	12335	0	0	0	0
Nantwich	Boys 11-15	2000	2100	0	0	0	0
	Girls 11-15	1900	1995	0	0	0	0
	Men 16-55	5400	5670	0	0	0	0
	Women 16-55	5400	5670	0	0	0	0
Poynton	Boys 11-15	1400	1441	5	280.0	5.1	0.1
	Girls 11-15	1300	1338	0	0	0	0
	Men 16-55	2800	2882	4	700.0	4.1	0.1
	Women 16-55	3000	3088	0	0	0	0
Wilmslow	Boys 11-15	2000	2210	3	666.7	3.3	0.3
	Girls 11-15	1900	2100	0	0	0	0
	Men 16-55	5800	6410	3	1933.3	3.3	0.3
	Women 16-55	6200	6852	1	6200.0	1.1	0.1

In terms of pitch provision this is illustrating that there would be:

- No change across Cheshire East

In addition each of the clubs were asked about their growth plans over the next five years. Both clubs are looking to grow with Poynton looking to add three teams and Wilmslow one junior team. This would result in an additional 1.5 match equivalents in Poynton and 0.5 match equivalents in Wilmslow being required. This is illustrated in table 7.9 below.

Table 7.9 - Growth aspirations in lacrosse clubs

Club	Analysis Area	Team Type			Number of match equivalents (per week)
		Open Age		Junior	
		Mens	Womens		
Poynton Lacrosse Club	Poynton	1	0	2	1.5
Wilmslow Lacrosse Club	Wilmslow	0	0	1	0.5

Since the original analysis took place Poynton Lacrosse Club have developed a girls junior team. They are looking to develop two further junior girls teams in 2016/17. This would require 1.5 match equivalents per week outside of the peak period so can be catered for between Poynton Sports Club and Mount Vernon although they will be at capacity.

Conclusions

This section will consider the extent in which current provision can accommodate current and future demand.

As illustrated earlier there is actual spare capacity within the peak period with five pitches offering six match equivalents in the peak period (Saturday afternoon for adults and Saturday morning for juniors).

The table 7.10 below illustrates actual spare capacity within the peak period (Saturday afternoon for adults and Saturday morning for juniors) against overplay and the future demand illustrated using team generation rates.

There is currently minimal spare capacity in Poynton but this is not at Poynton Lacrosse Club's preferred home ground. There is considerable capacity at Wilmslow Phoenix which could allow future growth to be catered for.

There are no lacrosse pitches in any other analysis areas other than Poynton and Wilmslow therefore this would not allow for growth into neighbouring areas such as Knutsford and Macclesfield.

Table 7.10 - Current & future capacity of lacrosse pitches in Cheshire East

Analysis Area	Supply	Current Demand		Future	
	Spare Capacity	Overplay	Total	Demand	Total
	(match equivalents)				
Congleton	0	0	0	0	0
Crewe	0	0	0	0	0
Knutsford	0	0	0	0	0
Macclesfield	0	0	0	0	0
Nantwich	0	0	0	0	0
Poynton	1.5	0	1.5	0	1.5
Wilmslow	4.5	0	4.5	0	4.5
Cheshire East	6	0	6	0	6

Lacrosse Summary

- In total there are seven lacrosse pitches on three sites in Cheshire East. All of these pitches are available for community use and used.
- There are two main sites (Wilmslow Phoenix and Poynton Sports Club) which host the two Lacrosse clubs.
- The majority of the pitches are rated as standard quality with one good pitch.
- There is currently 16 teams based within Cheshire East.
- There is displaced demand of two teams, however this is due to the competition they compete in rather than a lack of facilities.
- Clubs have a latent demand of five teams, four of these are at Poynton which cannot cater for this demand with their current facilities.
- All pitches in Cheshire East have some spare capacity, total 7.5 match equivalents, however only 6 match equivalents are available in the peak period.
- Population projections suggest there neither an increase or decrease in teams across Cheshire East.

8. Rugby League

Introduction & Overview

Rugby League is governed by the Rugby Football League (RFL). It is responsible for the administration of Super League, the Challenge Cup, the Championships and England national rugby league teams. The RFL also manages and develops Community Rugby League through the RFL Community Board.

Current picture and history

Cheshire East does not currently have any community rugby league clubs or teams training or competing. There is however an education based club at Manchester Metropolitan University that train and compete from Crewe Vagrants using the rugby union pitches therefore have been accounted for within the calculations for rugby union pitches.

There has historically been rugby league activity with nomadic teams linked to rugby union clubs as well as the Crewe & Nantwich Steamers who played initially at Legends in Crewe and then the Barony in Nantwich. The club ran from 2003 to 2010 and was at its peak in 2009 when it fielded two teams. Unfortunately due to other commitments from the management team and a lack of personnel stepping forward to replace them the club folded prior to the 2011 season.

9. Rugby Union

Introduction

The Rugby Football Union (RFU) is the national governing body for rugby union. It employs one development officer supported by community rugby coaches and regional staff with specific roles such as facility development to support clubs in Cheshire East. Their aim is to get more people playing rugby at all ages and levels.

The Cheshire RFU is the constituent body that administers rugby in Cheshire responsible for the running of competitions and fielding representative sides.

Consultation

All clubs in Cheshire East were consulted by an electronic questionnaire sent out to the main club contacts as identified by Cheshire Rugby Development Officer David Westhead. Responses were gained from all eight rugby union clubs in Cheshire East which equated to a 100% response rate. Consultation took place in July 2014.

Supply

There are a total of 55 rugby union pitches at 21 sites across Cheshire East. Of those over half of the sites, 11 equating to 57%, are used by community clubs. This represents 36 pitches which is 65% of the pitches.

A further two sites [Reaseheath College & Sandbach School] with five pitches are available for community but are not used whilst seven sites [Fallibroome Academy, Holmes Chapel Leisure Centre, St Thomas More Catholic High School, Terra Nova School, The Kings School (Cumberland Street), The Kings School (Derby Fields) & Wilmslow High School] with 15 pitches are not available for community use. All of the sites that are not currently used or available are found at education sites.

The analysis area of Congleton has the highest number of sites and pitches with seven sites and 22 pitches. However only three of these sites are currently used by community clubs. The analysis areas of Crewe and Poynton don't have any sites that are available for community use. It is worth noting that Crewe Vagrants as used by Crewe and Nantwich RUFC is on the edge of the analysis areas of Crewe and Nantwich.

The sites with the highest number of pitches are found primarily at community clubs with Sandbach having 10 pitches (5 senior, 2 junior & 3 mini) of varying sizes and Macclesfield seven pitches (5 senior & 2 junior).

There are a number of education sites that have identified as being available for community use but unused. They are Alsager School (1 pitch), Reaseheath College (1 pitch) and Sandbach School (3 pitches). All three sites have also identified access to changing facilities. Reaseheath College is in the process of a planning application to change this grass based pitch into a 3G AGP suitable for rugby. This will be the first such facility in Cheshire East.

The findings are illustrated by analysis area in table 9.1 and on a site by site basis in table 9.2 below.

Table 9.1 - Summary of Rugby Union Pitches across all sites in Cheshire East

Analysis Area	Available & Used		Available & Unused		Not Available	
	Sites	Pitches	Sites	Pitches	Sites	Pitches
Congleton	4	15	1	3	2	3
Crewe	0	0	0	0	1	1
Knutsford	1	2	0	0	0	0
Macclesfield	1	7	0	0	3	8
Nantwich	4	7	1	1	0	0
Poynton	0	0	0	0	0	0
Wilmslow	2	5	0	0	1	3
Cheshire East	12	36	2	4	7	15

Table 9.2 - Site Specific Summary of Rugby Union Pitches across Cheshire East

Site ID	Site	Analysis Area	Community Use	Pitch Type & No. of pitches		
				Senior	Junior	Mini
11	AP Club (Holmes Chapel RUFC)	Congleton	Used	1	0	0
19	Back Lane Playing Fields	Congleton	Used	2	0	0
21	Barony Sports Complex	Nantwich	Used	1	0	0
35	Brine Leas School	Nantwich	Used	3	0	0
52	Congleton Park / Hankinson's Field	Congleton	Used	2	0	0
56	Crewe Vagrants	Nantwich	Used	2	0	0
71	Fallibroome Academy	Macclesfield	Not Available	1	0	0
86	Holmes Chapel Leisure Centre	Congleton	Not Available	2	0	0
91	Jim Evison Playing Fields	Wilmslow	Used	2	0	0
95	Knutsford Academy	Knutsford	Used	2	0	0
109	Macclesfield RUFC (Priory Park)	Macclesfield	Used	5	2	0
110	Malbank School & Sixth Form College	Nantwich	Used	1	0	0
151	Reaseheath College	Nantwich	Unused	1	0	0
161	Sandbach RUFC	Congleton	Used	5	2	3
162	Sandbach School	Congleton	Unused	3	0	0
183	St Thomas More Catholic High School	Crewe	Not Available	1	0	0
188	Terra Nova School	Congleton	Not Available	1	0	0
193	The Kings School (Cumberland Street)	Macclesfield	Not Available	0	3	0
194	The Kings School (Derby Fields)	Macclesfield	Not Available	4	0	0
221	Wilmslow High School	Wilmslow	Not Available	3	0	0
224	Wilmslow RUFC (Memorial Ground)	Wilmslow	Used	2	1	0
Totals				45	8	3

Disused Sites

There are five sites which are closed for rugby union. They are:

- Alsager School – 1 senior rugby union pitch
- Congleton High School – 1 senior rugby union pitch
- Eaton Bank High School – 1 senior rugby union pitch
- Egerton Youth Club – 1 senior rugby union pitch
- Manchester Metropolitan University (Alsager) – 2 senior rugby union pitches

The pitches at Alsager School, Congleton High School and Eaton Bank High School are being used for football therefore are included in the football section of the report. Both Congleton High School and Eaton Bank High School pitches are used by community football clubs.

Egerton Youth Club is the former home of Knutsford Rugby Club. Since they left the site to play at Knutsford Academy it has been used for football by Egerton Football Club.

New sites

Since the data was collected and analysed some new pitches have opened. These have not been included in the assessment. They are:

- Crewe Vagrants – 1 senior & 2 junior rugby union pitches
- Booths Hall – 1 junior rugby union pitch

Crewe & Nantwich RUFC have developed an additional three pitches to allow more play on their preferred home site.

Knutsford RUFC have leased a former football pitch near their social base at Toft Cricket Club. The site is used for training with temporary floodlights and junior training and matches.

Proposed Sites

There is a proposed alteration to the Reaseheath College site to develop the grass rugby pitch into a 3G AGP suitable for competitive rugby use. This has received planning permission.

Quality

Rugby union pitch quality is measured in two ways; through the maintenance programme and the level of drainage. Each of these is graded in one of the categories which is then calculated to represent the amount of play that can be carried on each particular pitch. The table below illustrates the drainage and maintenance categories and the amount of match equivalents that those types of pitch can carry.

Table 9.3 - Pitch capacity ratings (RFU)

		Maintenance		
		Poor (M0)	Standard (M1)	Good (M2)
Drainage	Natural Inadequate (D0)	0.5	1.5	2
	Natural Adequate (D1)	1.5	2	3
	Pipe Drained (D2)	1.75	2.5	3.25
	Pipe and Slit Drained (D3)	2	3	3.5

All pitches in Cheshire East were assessed by a mixture of club questionnaires and non-technical assessments. All scores were then agreed by the RFU who had the final say on grading and carry capacity. These ratings can be translated into categories to provide an overall pitch quality rating as illustrated in table 9.5 below.

Table 9.4 - Pitch quality ratings translated into categories

		Maintenance		
		Poor (M0)	Standard (M1)	Good (M2)
Drainage	Natural Inadequate (D0)	Poor	Poor	Standard
	Natural Adequate (D1)	Poor	Standard	Good
	Pipe Drained (D2)	Poor	Standard	Good
	Pipe and Slit Drained (D3)	Standard	Good	Good

There are a mixture of pitch qualities with 21 (58%) of those available and used by the community being 'good'. These are mostly found at club sites where a dedicated groundsman maintains them.

There are also 8 poor pitches which include those accessed by Acton Nomads RUFC, Congleton RUFC and Holmes Chapel RUFC. These have an impact on the ability to develop new teams due to carry capacity and to attract new players due to poor playing facilities. Table 9.5 below illustrates the ratings.

Table 9.5 - Pitch quality overview of all pitches

Analysis Area	Available & Used			Available & Unused			Not Available		
	Good	Standard	Poor	Good	Standard	Poor	Good	Standard	Poor
Congleton	10	0	5	0	3	1	0	1	2
Crewe	0	0	0	0	0	0	0	0	1
Knutsford	2	0	0	0	0	0	0	0	0
Macclesfield	3	4	0	0	0	0	0	8	0
Nantwich	6	0	1	1	0	0	0	0	0
Poynton	0	0	0	0	0	0	0	0	0
Wilmslow	0	3	2	0	0	0	0	1	2
Cheshire East	21	7	8	1	3	1	0	10	5

Ancillary facilities

The ancillary facilities are generally good as they are privately managed by the clubs. Holmes Chapel RUFC have labelled the changing rooms at the AP Club as poor. Congleton RUFC have illustrated that their current facilities do not meet their requirements and are keen to develop new facilities off site. Acton Nomads have had issues with their clubhouse as the site is subject of a planning application.

Demand

Demand in rugby union tends to take two forms; competitive / friendly matches and training sessions.

Competitive / Friendly Matches

Nine rugby union clubs operate in Cheshire East, eight community clubs and Manchester Metropolitan University's teams who play at Crewe Vagrants. There are a total of 94 teams within these clubs. Of the eight community clubs six have junior sections (75%). The analysis area of Congleton has the most teams in all categories. The findings are illustrated in tables 9.6 and 9.7 below.

Table 9.6 - Number of teams by analysis area

Analysis Area	Number of teams playing matches			
	Senior (19 – 45)	Colts (U18 & 19)	Youth (U13 – 17)	Mini/Midi (U7 – 12)
Congleton	9	3	7	12
Crewe	2	0	0	0
Knutsford	1	0	3	7
Macclesfield	4	1	4	7
Nantwich	7	2	4	6
Poynton	0	0	0	0
Wilmslow	3	1	4	7
Cheshire East	26	7	22	39

Table 9.7 - Number of teams by club

Team Name	Analysis Area	Number of teams playing matches						
		Senior (19–45)		Colts (U18&19)		Youth (U13–17)		Mini / Midi (U7–12)
		Men	Women	Men	Women	Men	Women	
Acton Nomads RUFC	Nantwich	1	0	0	0	0	0	0
Congleton RUFC	Congleton	3	0	1	0	3	0	6
Crewe & Nantwich RUFC	Nantwich	6	0	2	0	4	0	6
Holmes Chapel RUFC	Congleton	1	0	0	0	0	0	0
Knutsford RUFC	Knutsford	1	0	0	0	3	0	7
Macclesfield RUFC	Macclesfield	4	0	1	0	4	0	7
Manchester Metropolitan University	Crewe	1	1	0	0	0	0	0
Sandbach RUFC	Congleton	5	0	2	0	4	0	6
Wilmslow RUFC	Wilmslow	3	0	1	0	4	0	7

Training

In addition to competitive match play the training requirements of each club has been mapped to be added to the capacity analysis. This is illustrated in table 9.8 below.

Table 9.8 - Training requirements by club and site

Team Name	Site(s) Used for Training	Team Training Requirements				Agreed Match Equivalents (per week)
		Senior (19–45)	Colts (U18&19)	Youth (U13–17)	Mini/Midi (U7–12)	
Acton Nomads RUFC	Barony Sports Complex	1	0	0	0	0.5
Congleton RUFC	Congleton Park / Hankinson's Field	4	0	1	0	2.5
Crewe & Nantwich RUFC	Brine Leas School	0	0	2	0	1
	Crewe Vagrants	2	0	2	0	2
Holmes Chapel RUFC	AP Club (Holmes Chapel RUFC)	1	0	0	0	0.5
Knutsford RUFC	Knutsford Academy	1	0	3	0	2
Macclesfield RUFC	Macclesfield RUFC (Priory Park)	4	0	0	0	2
Manchester Metropolitan University	Crewe Vagrants	2	0	0	0	1
Sandbach RUFC	Sandbach RUFC	6	2	4	0	6
Wilmslow RUFC	Wilmslow RUFC (Memorial Ground)	3	0	0	0	1.5

Unmet Demand

Unmet demand is existing demand that cannot access pitches to play either on a club-by-club basis or a league that has a waiting list. There are no examples of this raised by the clubs in Cheshire East

Displaced Demand

Displaced demand generally relates to play by teams or other users of playing pitches from within the study area which takes place outside the area. There is no displaced demand identified for rugby union.

Latent Demand

Clubs were asked that if they had more pitches would they have more teams. No clubs illustrated that access to pitches and / or ancillary facilities currently were the reason for not having more teams.

Sport England's Market Segmentation tool allows analysis of the 'the percentage of adults that would like to participate in rugby union but are not currently doing so' – latent demand for rugby union. It identifies at a latent demand 1,061 people. The highest segment that would like to participate is Ben [Competitive Male Urbanites] at 33.1% which is 351 people. 56 are females (5.3%) with the highest segment being Chloe [Fitness Class Friends] with 3.1% (33).

Capacity Analysis

The capacity for pitches to regularly accommodate competitive play, training and other activity over a season is generally determined by pitch quality. Pitch quality affects the playing experience therefore the enjoyment of playing rugby.

To enable an accurate supply and demand assessment of rugby pitches, the following assumptions are applied to site by site analysis:

- All sites that are used for competitive rugby matches are included on the supply side.
- All competitive play is on senior sized pitches (except for where mini / junior pitches are provided).
- Ages U13 upwards, teams play 15 v15 and use a full pitch.
- Mini teams (U7-U12) play on half of a senior pitch i.e. two teams per senior pitch.
- For senior and youth teams the current level of play per week is set at 0.5 for each match played based on all teams operating on a traditional home and away basis (assumes half of matches will be played away).
- Mini teams, play per week is set at 0.25 for each match played based on all teams operating on a traditional home and away basis and playing across half of one adult team.
- All senior male competitive club rugby takes place on a Saturday afternoon.
- All senior female competitive club rugby takes place on a Sunday afternoon.
- All junior male rugby takes place on a Sunday morning.
- All junior female rugby takes place on a Sunday morning.
- All BUCS university rugby takes place on a Wednesday afternoon.
- Training that takes place on club pitches is reflected by the addition of team equivalents.

Team equivalents have been calculated on the basis that 30 players (two teams) train on the pitch for 90 minutes (team equivalent of one) per night (where possible using the information provided by clubs through the questionnaires).

As a guide, the RFU has set a standard number of matches that each pitch should be able to accommodate. Capacity is based upon a basic assessment of the drainage system and maintenance programme ascertained through a combination of the quality assessment and the club survey as follows:

Pitch capacity ratings (RFU)

Drainage		Maintenance		
		Poor (M0)	Standard (M1)	Good (M2)
	Natural Inadequate (D0)	0.5	1.5	2
	Natural Adequate (D1)	1.5	2	3
	Pipe Drained (D2)	1.75	2.5	3.25
	Pipe and Slit Drained (D3)	2	3	3.5

This guide should only be used as a very general measure of potential pitch capacity and does not account for specific circumstances at time of use and assumes average rainfall and an appropriate end of season rest and renovation programme.

The figures are based upon a pipe drained system at 5m centres that has been installed in the last eight years and a slit drained system at 1m centres completed in the last five years.

Peak Period

The peak period for rugby union has been established as Saturday afternoon for men, Sunday mornings for boys and Sunday afternoons for women and girls.

Table 9.9 - Site specific capacity of sites used by the community

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
11	AP Club (Holmes Chapel RUFC)	Congleton	Used	Unsecure	1	Senior	Poor	1	1.5	0.5
19	Back Lane Playing Fields	Congleton	Used	Secure	2	Senior	Poor	1.5	3	1.5
21	Barony Sports Complex	Nantwich	Used	Secure	1	Senior	Poor	1	1.5	0.5
35	Brine Leas School	Nantwich	Used	Secure	3	Senior	Good	5	9	4
52	Congleton Park / Hankinson's Field	Congleton	Used	Secure	2	Senior	Poor	3	4	-1
					1	Training		1.5	2.5	-1
56	Crewe Vagrants	Nantwich	Used	Secure	2	Senior	Standard	6.5	9	-2.5
91	Jim Evison Playing Fields	Wilmslow	Used	Secure	2	Senior	Poor	2.25	3	0.75
95	Knutsford Academy	Knutsford	Used	Secure	2	Senior	Good	5	6	1
109	Macclesfield RUFC (Priory Park)	Macclesfield	Used	Secure	3	Senior	Good	6.5	9.5	3
					2		Standard	1	4	3
					2	Junior	Standard	2	4	2
110	Malbank School & Sixth Form College	Nantwich	Used	Secure	1	Senior	Good	2	3	1
161	Sandbach RUFC	Congleton	Used	Secure	5	Senior	Good	11	16.25	5.25
					2	Junior	Good	1.5	6.5	5
					3	Mini	Good	1.5	9.75	8.25
224	Wilmslow RUFC (Memorial Ground)	Wilmslow	Used	Secure	2	Senior	Standard	4	4	0
					1	Junior	Poor	1	2	1

Crewe and Nantwich RUFC Under 7s and Under 8s haven't been included in the calculations as they train and play on play on the AGP at Crewe Vagrants. If this was to become unavailable it would add 0.5 match equivalents per week.

Table 9.10 - Site specific capacity of sites available but unused by the community

Site ID	Site	Analysis Area	Community Use	Level of security	No. of pitches	Pitch Type	Quality	Actual Play	Capacity	Capacity Rating
151	Reaseheath College	Nantwich	Unused	Secure	1	Senior	Good	1	3	2
162	Sandbach School	Congleton	Unused	Secure	3	Senior	Standard	3	6	3

Supply and Demand Analysis

Spare Capacity

We need to identify whether the potential capacity can be classified as actual spare capacity due to its availability in the peak period.

There are 7 sites illustrating potential spare capacity however both Knutsford Academy and Memorial Ground (Wilmslow RUFC) do not have capacity in the peak period. This equates to a total of 5 sites and 17 pitches that have actual spare capacity. These are broken down as 13 senior pitches, 2 junior and 2 mini pitches.

It is illustrated by analysis area in table 9.11 below and by site in table 9.12 overleaf.

Table 9.12 - Actual spare capacity by analysis area

Analysis Area	Pitch Type	No. of pitches	Capacity Rating (match equivalents)	Pitches available in peak period	
				Junior	Senior
Congleton	Senior	8	7.25	5	5.5
	Junior	5	13.25	4	N/A
	Total	13	20.5	9	5.5
Crewe	Senior	0	0	0	0
	Junior	0	0	0	0
	Total	0	0	0	0
Knutsford	Senior	2	1	0	1.5
	Junior	0	0	0	0
	Total	2	1	0	1.5
Macclesfield	Senior	7	8	3	5
	Junior	0	0	0	0
	Total	7	8	3	5
Nantwich	Senior	5	5.5	4	4.5
	Junior	0	0	0	0
	Total	5	5.5	4	4.5
Poynton	Senior	0	0	0	0
	Junior	0	0	0	0
	Total	0	0	0	0
Wilmslow	Senior	2	0.75	1	2
	Junior	1	1	0	N/A
	Total	3	1.75	1	2
Cheshire East	Senior	24	22.5	13	18.5
	Junior	6	14.25	4	N/A
	Total	30	36.75	17	18.5

Note - junior and mini pitches have been grouped together in table 9.11

Table 9.12 - Actual spare capacity by site

Site ID	Site	Analysis Area	Pitch Type	No. of pitches	Capacity Rating (match equivalents)	Pitches available in peak period		Comments
						Junior	Senior	
11	AP Club (Holmes Chapel RUFC)	Congleton	Senior	1	0.5	1	0.5	Potential to sustain more play
19	Back Lane Playing Fields	Congleton	Senior	2	1.5	1	2	Potential to sustain more play
21	Barony Sports Complex	Nantwich	Senior	1	0.5	1	0.5	Potential to sustain more play
35	Brine Leas School	Nantwich	Senior	3	4	2	3	Potential to sustain more play
91	Jim Evison Playing Fields	Wilmslow	Senior	2	0.75	1	2	Potential to sustain more play
95	Knutsford Academy	Knutsford	Senior	2	1	0	1.5	Potential to sustain more play
109	Priory Park (Macclesfield RUFC)	Macclesfield	Senior	7	8	3	5	Potential to sustain more play
110	Malbank School & Sixth Form College	Nantwich	Senior	1	1	1	1	Potential to sustain more play
161	Sandbach RUFC	Congleton	Senior	5	5.25	3	3	Potential to sustain more play
			Junior	2	5	2	N/A	Potential to sustain more play
			Mini	3	8.25	2	N/A	Potential to sustain more play
224	Wilmslow RUFC (Memorial Ground)	Wilmslow	Junior	1	1	0	N/A	No spare capacity at peak time

Overplay

Overplay occurs when more play is accommodated at a site than it is able to sustain. It takes place at two sites. They are:

- Congleton Park / Hankinson's Field
- Crewe Vagrants

At Congleton Park / Hankinson's Field it is due to the quality of the pitch. Most of the demand could be catered for at the other pitches that Congleton RUFC access at Back Lane however this is not their preferred pitch. If the quality is improved the pitches would not be overplayed. It is worth noting that it is the aim of the club and the local authority to develop a strategic site in Congleton to support participation growth in physical activity.

At Crewe Vagrants it is due to the amount of usage. Since the analysis took place the site has increased its capacity by one adult and two mini pitches which would mean this site is not now overplayed.

Future Demand

Future demand can be defined in two ways, through participation increases and using population forecasts. Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth. The table 9.12 below illustrates the team generation rates.

Table 9.12 - Team generation rates for rugby union

Analysis Area	Age Group	Current	Future	Current number of teams	TGR	Future number of teams	Additional teams based on TGR
		population within age group					
Cheshire East	Total 7-12	24100	26068	39	617.9	42.2	3.2
	Boys 13-18	13900	15035	22	631.8	23.8	1.8
	Girls 13-18	12900	13953	0	0	0	0
	Men 19-45	58100	62844	32	1815.6	34.6	2.6
	Women 19-45	59400	64250	1	59400.0	1.1	0.1
Congleton	Total 7-12	5900	6503	12	491.7	13.2	1.2
	Boys 13-18	3500	3858	7	500.0	7.7	0.7
	Girls 13-18	3200	3527	0	0	0	0
	Men 19-45	13600	14990	12	1133.3	13.2	1.2
	Women 19-45	13900	15320	0	0	0	0
Crewe	Total 7-12	5800	6362	0	0	0	0
	Boys 13-18	3300	3620	0	0	0	0
	Girls 13-18	3200	3510	0	0	0	0
	Men 19-45	15500	17003	1	15500.0	1.1	0.1
	Women 19-45	15800	17332	1	15800.0	1.1	0.1
Knutsford	Total 7-12	1600	1710	7	228.6	7.5	0.5
	Boys 13-18	900	962	3	300.0	3.2	0.2
	Girls 13-18	800	855	0	0	0	0
	Men 19-45	3600	3847	0	0	0	0
	Women 19-45	3600	3847	0	0	0	0
Macclesfield	Total 7-12	4400	4679	7	628.6	7.4	0.4
	Boys 13-18	2500	2659	4	625.0	4.3	0.3
	Girls 13-18	2300	2446	0	0	0	0
	Men 19-45	11400	12123	5	2280.0	5.3	0.3

Nantwich	Women 19-45	11600	12335	0	0	0	0
	Total 7-12	2400	2520	6	400.0	6.3	0.3
	Boys 13-18	1400	1470	4	350.0	4.2	0.2
	Girls 13-18	1300	1365	0	0	0	0
	Men 19-45	5400	5670	9	600.0	9.5	0.4
Poynton	Women 19-45	5400	5670	0	0	0	0
	Total 7-12	1500	1544	0	0	0	0
	Boys 13-18	1000	1029	0	0	0	0
	Girls 13-18	800	824	0	0	0	0
	Men 19-45	2800	2882	0	0	0	0
Wilmslow	Women 19-45	3000	3088	0	0	0	0
	Total 7-12	2500	2763	7	357.1	7.7	0.7
	Boys 13-18	1400	1547	4	350.0	4.4	0.4
	Girls 13-18	1300	1437	0	0	0	0
	Men 19-45	5800	6410	4	1450.0	4.4	0.4

In terms of pitch provision this is illustrating that there would be:

- An additional three mini / midi (7-12) team across Cheshire East which would require an additional 0.75 match equivalents per week.
- An additional one boys (13-18) team across Cheshire East which would require an additional 0.5 match equivalents per week.
- An additional two mens (19-45) team across Cheshire East which would require an additional 1 match equivalents per week.
- No change in the number of girls (13-18) or womens (19-45) teams.
- Congleton is the only area where growth would require additional teams, it requires one mini / midi (7-12) and one mens (19-45) team requiring an additional 0.75 match equivalents per week.

In addition each of the clubs were asked about their growth plans over the next five years. Their responses in displayed in table 9.13 below.

Table 9.13 - rugby union club growth aspirations

Club	Analysis Area	Team Type					Number of match equivalents (per week)
		Open Age		Youth		Mini / Midi	
		Men	Women	Boys	Girls		
Crewe & Nantwich RUFC	Nantwich	0	1	0	0	0	0.5
Knutsford RUFC	Knutsford	2	0	0	0	0	1
Sandbach RUFC	Congleton	0	1	0	0	0	0.5
Wilmslow RUFC	Wilmslow	2	0	1	0	0	1.25

The future demand can be catered for Knutsford RUFC and Sandbach RUFC and their current sites. The demand for Wilmslow RUFC can be met between the Memorial Ground (Wilmslow RUFC) and Jim Evison Playing Fields.

For Crewe & Nantwich RUFC the site will be further overplayed however with the increase in pitch capacity mentioned previously this will not be an issue and the site will be able to cater for this demand.

Rugby Union Summary

- There are a total of 56 rugby union pitches at 22 sites across Cheshire East.
- 11 sites (52%) are used by community clubs. This represents 36 pitches which is 64% of the pitches.
- There are 22 'good' quality pitches (39%), 20 'standard' quality pitches (36%) and 14 'poor' quality pitches (25%) in Cheshire East. Of those available to the community there are 21 'good' quality pitches (58%), 7 'standard' quality pitches (19%) and 8 'poor' quality pitches (22%)
- There are 9 rugby clubs with 94 teams in Cheshire East. 6 community clubs (75%) have junior sections.
- Five sites and 17 pitches show actual spare capacity. These are broken down as 13 senior pitches, 2 junior and 2 mini pitches. This equates to a potential 36.75 match equivalents (22.5 senior & 14.25 junior)
- Two pitches are overplayed, both clubs have access to other pitches however they are not their preferred sites. Since the analysis took place Crewe Vagrants has increased capacity by one adult and two mini pitches which would mean this site is not now overplayed.
- Population projections suggest:
 - An additional three mini / midi (7-12) team across Cheshire East which would require an additional 0.75 match equivalents per week.
 - An additional one boys (13-18) team across Cheshire East which would require an additional 0.5 match equivalents per week.
 - An additional two mens (19-45) team across Cheshire East which would require an additional 1 match equivalents per week.
 - No change in the number of girls (13-18) or womens (19-45) teams.

Appendix A - Stage A Checklist

Stage A Checklist: Prepare and tailor the approach	Comments
1. Is it clear why the PPS is being developed (the drivers) and what it seeks to achieve (the benefits)?	Yes, outlined in the brief (p.1&2).
2. Has an initial scoping meeting been held including all relevant parties?	Yes, initial internal discussions followed by the initial steering group meeting.
3. Has the level of support Sport England and each of the main pitch sport NGBs can provide to the particular project been agreed?	Yes, as outlined in Sport England's PPS documents.
4. Has a steering group been established to lead the work and is it representative of the drivers behind the work and providers and users of pitches in the area?	Yes, details outlined in the brief (p.6).
5. Has a partnership approach been developed and has it been confirmed what support, advice and/or resources each party can bring to the work?	Yes, all relevant NGBs involved, relevant LA officers and SE support. Offers as outlined by SE in the new methodology.
6. Has the study area been defined and agreed by all relevant parties?	Yes, areas aligned with CEC local plan and outlined in the brief (p.8).
7. Has high level officer and political support been secured and are such relevant individuals part of the Steering Group?	Yes, relevant NGB support and chaired by CEC member Cllr Topping.
8. Has a vision for pitch provision for the study area been developed alongside specific objectives and is there agreement on how far forward the strategy should look?	Yes, objectives are outlined in the brief (p.2) and the strategy will last for three year as outlined in the brief (p.10).
9. Has a strong project team been established which is supported by adequate resources and has the necessary skills to develop the PPS?	Yes, as outlined in the brief on (p.5).
10. Has a realistic timescale and project plan been agreed with all relevant parties, including the NGBs, which sets out the overall timescale and when elements of the work will be undertaken?	Yes, the timescale is aiming for completion by May 2014 as outlined in the brief (p.8) and the project timescale is attached to the minutes.
11. Has some thought been given to how the work will be structured and presented?	Yes, although a final format hasn't been developed as yet.
12. Have any issues or features which make the study area different been identified along with the impact this may have on pitch provision and the approach to undertaking the strategy?	Yes, the rural nature of the area is being considered as some playing pitches and clubs are situated in rural areas leading to consideration in future planning.
13. Has an understanding been developed of how the population in the study area participates in sport and what this may mean for pitch provision now and in the future?	Yes, using SE Market Segmentation will support this as well as the NGBs projections and CEC Local Plan.
14. Alongside the main pitch sports has the inclusion of other pitch sports been considered and is there agreement on which should be included in the strategy?	Yes, lacrosse has been included due to its strong links to North Cheshire East and planned growth throughout the borough.
15. Is it clear how the sports to be included are governed in the area, what the league structure is and how this can help with developing the strategy?	Yes, with support from the NGBs the structure and key players in governing the sport have been identified.

16. Has an indication been provided on the potential nature of any sub areas, do they represent how the sports are played in the study area and will these be reviewed once relevant information is gathered during Stage B and before Stage C?	Yes, current sub areas align with the local plan although this will be reviewed as the PPS progresses.
17. Has a strong and locally specific brief been developed which builds in the work undertaken to prepare and tailor the approach to developing the strategy?	Yes, as agreed by the steering group.
18. Have the project brief and project plan been signed off by the Steering Group?	Yes, signed off during the first steering group meeting and project plan is an evolving document.
19. If external consultancy support is to be procured is this to be done after Stage A is complete but before work on Stage B commences?	Not applicable.

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Chief Operating Officer
Subject / Title:	ERP Replacement Programme
Portfolio Holder:	Cllr Peter Groves, Finance and Assets

1. Report summary

- 1.1. The purpose of this report is to update Members on the progress being made in the development of a business case in relation to the future provision of the Councils' core HR and Finance system, and to seek approval to initiate a competitive procurement exercise.

2. Recommendations

2.1. Cabinet is recommended that:

- a. Approval be given to the Programme Vision which has been developed in support of this programme of work;
- b. The positive opportunities which have been identified to date to deliver significant financial savings to this Council and Cheshire West and Chester Council through the implementation of a replacement HR and Finance system and processes be noted;
- c. Approval be given to the request to initiate a joint procurement exercise, for the purpose of refining and confirming the business case and in advance of a formal decision to procure a replacement solution;
- d. Approve the inclusion of a capital allocation of £0.387m in the 2016-17 capital programme for the costs to be incurred on the formal competitive procurement process and associated pre-implementation activities. This is to be funded from the existing approved 2016-17 capital project for an ERP replacement; and
- e. Delegate authority to the Chief Operating Officer (Cheshire East Council), working alongside the Director of Professional Services (Cheshire West and Chester Council), to take appropriate decisions in relation to this programme of work and procurement exercise, ahead of the presentation of a final business case and a recommendation to Cabinet on a future procurement decision.

3. Reasons for the Recommendation

- 3.1. To update Members on the emerging business case for a replacement HR and Finance solution for the Council and our partners, and to seek approval to commence a formal procurement exercise, and for the allocation of funding in the 2016-17 capital programme for pre-procurement.

Report Background

- 3.2. Enterprise Resource Planning (ERP) systems are a category of business-management software - typically a suite of integrated applications - that an organisation can use to collect, store, manage and interpret data from many business activities. The Council and a wide range of our partners, including Cheshire West and Chester Council, utilise the Oracle "e-Business Suite" to support the operation of their core Finance and HR / Payroll business processes. The system was implemented by the County Council in 2002 and has been successfully supporting our business processes since then. The system has been upgraded and modified over its period of operation, with the last major upgrade taking place in 2012. The base processes rely in the main on the design put in place in 2002, which have also required partners and the new Council owned companies to follow a similar approach in their use of the system.
- 3.3. During the latter part of 2015/16, the two Councils commissioned a review of the system and an exploration of the marketplace, to assess what the most appropriate solution would be to meet the organisations' requirements in respect of HR and Finance. This review progressed with direction from the Shared Services Joint Committee in January 2016, seeking to further explore the costs and savings to both the business and technology aspects of the operation.
- 3.4. Whilst the two Councils continue to operate Oracle on a perpetual licence, the ongoing capital and revenue cost of operating the current solution has not been subject to any formal market testing via a procurement arrangement over its lifetime. A major change to the current version of the Oracle product will be required in the next few years, and the work in late 2015 suggested that the market should be formally tested prior to committing to a further upgrade to the next major Oracle release.
- 3.5. The review has continued during the early part of 2016, exploring a range of possible business changes and improvements that will reduce the cost of providing the relevant functionality to our user / customer base, will improve the user experience, and will help to improve compliance using standard and simple processes.

Strategic Case

- 3.6. The current arrangement utilising Release 12 of the Oracle e-Business suite will fall out of support by Oracle in December 2019, and alongside this the current hardware will require an upgrade during this timeframe.

- 3.7. Arrangements for managing this type of technology solution have evolved over the period since Oracle was implemented, and are rapidly developing in the marketplace now. Both Councils have determined that they will deploy new systems on a 'cloud first' (hosted by another organisation and provided to the Councils' users via the Internet) basis where they can, seeking to reduce the cost of local hardware. The latest version of Oracle's system, called "Oracle Fusion" and/or "Oracle Cloud", is based on an externally hosted model.
- 3.8. The programme vision builds on four concepts of simplicity, standardisation, shared arrangements and self service, with the following vision:
- The Programme's vision is to deliver a finance and human resources solution of the Councils and our subsidiaries and partners, which supports our desire for how we want to work in the future.
 - Our chosen solution will be **simple**, easy to use, intuitive and unobtrusive.
 - We will actively adopt **standard** best practice processes and solutions and will not customise those processes without good reason.
 - We will **share** common processes and working practices across our organisations; and
 - We will roll out processes based on a **self-service** driven approach, delivering ways of working which are modern and efficient.
- 3.9. The goal is to utilise technology that will bring the Councils up to date with the latest solutions available in the market place today, and where possible replicates the revolution in the domestic IT market in terms of ease of use and flexibility of deployment across a range of different devices. The aim is to ensure our managers and staff are responsible for delivering a range of processes and activities independently using self-service functionality, but with a system which is intuitive and supportive, and even perhaps enjoyable to use, rather than one which is perceived as a barrier to effective business processes.
- 3.10. The intended outcome from this programme is a more engaged, more enthusiastic and better supported workforce, able to focus more on outcomes and less on process, with access to business information which allows easier decision-making.
- 3.11. Key risks associated with this programme have been captured in a risk register which is being actively monitored by the ERP Programme Board, Steering Group and Shared Services Joint Committee as appropriate.

Economic Case

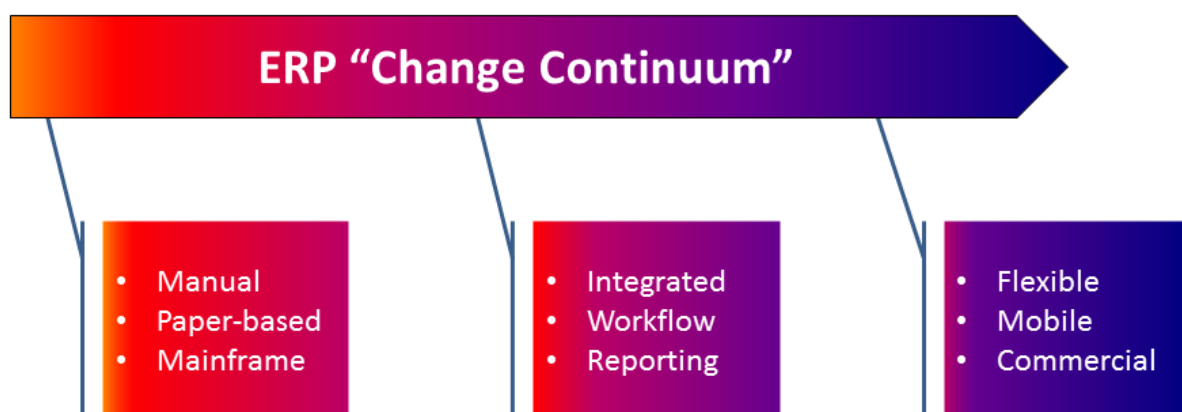
- 3.12. The proposal that has been explored has reviewed the option to replace the current version of the Oracle e-Business Suite, which is managed in-house and onsite, with an externally hosted and supported arrangement.
- 3.13. There are two key strands to the economic case which supports this proposal - firstly the transformational change which can be achieved using a new back

office system as a platform, and secondly the savings which can be achieved simply by replacing our existing solution with a modern replacement product.

Business Process Transformation

- 3.14. The work of the programme team to date has identified through market testing that HR and Finance solutions are available in the marketplace which offer a once in a decade (or longer) opportunity to drive significant business process transformation across all aspects of our organisations.
- 3.15. A range of officers from across a variety of disciplines from both Councils have explored what is available in the market place, via a soft market testing approach, meeting with potential organisations and companies with solutions operating with a proven track record in the UK public sector.
- 3.16. The team has engaged with a number of similar local government organisations who have recently implemented modern integrated HR and Finance solutions. Typical savings achieved by these organisations in their strategic back office and transactional teams have been of the order of 30%.
- 3.17. However, these organisations are typically upgrading from the mainframe / paper-based working environment that existed within the Council prior to Oracle being implemented, or from existing non-integrated systems for Finance and for HR / Payroll. Figure 1 represents a view of the "change continuum" which we believe exists for organisations as they modernise their HR and Finance systems.

Figure 1: ERP Change Continuum



- 3.18. The programme team's view is that our Councils are further along the continuum than the reference sites we have engaged with so far, with Oracle having already helped us to move some way along the journey. On this basis we believe a minimum target of **10% savings** in respect of business process delivery is a realistic and achievable target.
- 3.19. Further work is underway to determine how a savings target of 10% would be translated across the strategic back office and transactional teams in both

Councils. At this stage there is a high degree of confidence that the business process savings which can be achieved using a replacement HR and Finance solution as a platform for transformation will be significant and will form a vital component in the final business case for this programme.

- 3.20. This "top down" view of potential process savings has been supplemented by a high level "bottom up" review of our existing business processes. This has identified a number of key system / process deficiencies which are known to cause inefficiency, and which represent specific, objective opportunities which will contribute to this overall savings target.
- 3.21. Further analysis of existing processes is expected to identify many more opportunities to deliver improvements. The review to date has focussed on strategic corporate and transactional functions, and takes no account of potential savings / efficiencies for managers and staff across the organisations - including "failure demand" resulting from deficiencies in the existing system or processes.
- 3.22. The work to date therefore gives confidence that the overall savings target identified through our "top down" approach is realistic, and is supported by some objective examples of specific improvements we expect a replacement solution to deliver.
- 3.23. It should be noted that the success of this implementation will depend to a great extent on the delivery of these process savings once a replacement system is operational. It is absolutely critical that Members and senior officers are fully supportive of the vision which underpins this programme, and of the need to "adopt not adapt" blueprint business processes provided to us by a supplier with experience in working with other local authorities and public sector partners, with the minimum possible changes being made to the system to adhere to existing local policies or working practices.

Technology Savings

- 3.24. As well as providing a platform for transformational change, the implementation of a new solution is expected to deliver savings simply in respect of the cost of providing an HR and Finance solution to the Councils, when compared to our existing product.
- 3.25. Work carried out as part of the programme to transfer the former CoSocius activities into Council-hosted shared services has helped to improve our understanding of the ongoing cost of our current Oracle solution. Ongoing activity to reshape the delivery of ICT Services, now led by this Council, will deliver savings associated with the Oracle product during 2016/17. However, discussions both within the Council's ICT team and with a number of system suppliers in the market indicate that significant further savings will be achievable from the implementation of a new solution.
- 3.26. In addition to the financial factors it is important to note that the "do nothing" option is not a viable approach in this case, for a number of reasons:

- The current system falls out of support in December 2019, after which it will become increasingly difficult to secure support from the supplier ORACLE to maintain the system and resolve any problems which require their assistance.
 - The hardware which the current system uses is aging and becoming increasingly difficult to maintain. There is no disaster recovery provision in place to assist in the rapid recovery of the system should this hardware fail.
 - Procurement colleagues have advised that the current approach of renewing support arrangements with ORACLE on an annual basis without pursuing a formal procurement process fails to demonstrate value for money.
 - Both Councils' external auditors have noted that they view Oracle as a "complex" system which requires additional annual testing as part of their year end audit process, ultimately pushing up both Councils' external audit fees when compared to other systems.
- 3.27. On this basis, no analysis has been presented in relation to the possibility of upgrading our current Oracle solution, as this option is not tenable. Adoption of the latest Oracle solution remains a valid approach which will be considered, if proposed by ORACLE as a potential solution to our published requirements and principles following the procurement process. It is also important to note that the latest Oracle solution, in a similar vein to other solutions, would require a fundamental re-implementation rather than a "simple" upgrade.
- 3.28. Engagement with suppliers of potential replacement solutions, combined with information obtained from references sites, indicates that an indicative future cost for an externally-hosted modern ERP system will achieve significant savings when compared to the current cost of the existing Oracle solution. There is a high degree of confidence in this analysis. However, a future procurement exercise will undoubtedly provide a firmer view of future solution costs, once a preferred product and implementation partner have been selected through a competitive exercise.

Cost of Change

- 3.29. Having identified the potential savings which can be delivered through system and process change, the viability of this proposal rests in part on the cost of implementing the change.
- 3.30. It is difficult to determine the cost of change for a solution which has not yet been formally selected through a procurement exercise. Engagement with potential suppliers and with our internal ICT Service as well as stakeholders across both Councils will be required to develop a firm view of implementation costs, before any procurement decision is finally taken.
- 3.31. However, engagement with potential suppliers through market testing, and with reference sites who have recently implemented similar solutions, has helped us to estimate at a high level the potential cost of change for our organisations.

- 3.32. The programme team now seek permission to initiate a formal process to competitively test the market in order to develop a more definitive view of the cost of replacing our current solution with a suitable alternative. The market is competitive and the Cheshire market place one that has a strong historic reputation and will be keenly contested, so it is difficult to assess with any real accuracy the true cost until the market has been tested competitively.

Payback / Return on Investment

- 3.33. Based on the current view of potential benefits and the potential cost of change, it appears likely that an investment in a modern HR and Finance solution is likely to pay for itself within a five year period, and will generate a significant positive net present value to the two Councils over its expected lifespan.
- 3.34. Based on our experience with Oracle and using intelligence from other organisations, we expect a replacement solution to have a lifespan in excess of 10 years.
- 3.35. Achievement of business process savings has a significant impact on the viability of this business case. If additional savings can be identified through more detailed process analysis activity, this may reduce the potential payback period and improve the overall net present value. Delivery of business process savings is of vital importance to the success of the programme.
- 3.36. In order to provide a more robust view of the potential cost of change and the potential future running costs for a new HR and Finance solution, permission is now sought to initiate a formal competitive procurement process. A revised business case will be produced as a deliverable from this process, providing greater certainty around the cost of implementing and operating a replacement product, and providing confirmation that the investment required from both Councils is justifiable in terms of payback and overall benefits to the organisations relative to the cost of change.

Commercial Case

- 3.37. The implementation of a new HR and Finance system, and the associated business process transformation programme required to deliver anticipated savings, will require a blend of internal and external resources and expertise.
- 3.38. The Councils will be ultimately responsible for the success of the programme, and will retain accountability for programme delivery and the management of external partners' contribution to the work.
- 3.39. To secure the necessary external support, the programme proposes undertaking two parallel procurement activities:
- A full OJEU-compliant procurement exercise to secure a product and a partner to provide implementation / system build support; and

- A separate compliant procurement process to secure dedicated change management expertise and support, to work with the Councils' organisational development experts to ensure the successful delivery of the required transformation programme which will underpin the delivery of business process savings.
- 3.40. A number of solution delivery and future solution management principles have been discussed, and will be refined during negotiation with suppliers:
- Any new solution must come with predefined best practice business processes developed for local government – supported by reference sites who have successfully implemented the proposed solution;
 - We expect to be challenged by our implementation partner – “adopt not adapt” as a guiding principle, aligning with the programme vision of a simple, standardised solution;
 - The implementation approach must strike an appropriate balance between speed and efficiency of system build, and appropriate engagement of business users in the build process;
 - The future solution should require minimal ongoing configuration, with any local configuration needing to be easy to manage, inexpensive to maintain, and business-led;
 - The existing locally-managed Oracle solution must be maintained leading up to the implementation of the selected replacement, at minimum cost, and with any discretionary spend being justified either through payback during the remaining life of the existing product, or through a positive contribution to implementation activities for the replacement solution.
- 3.41. Consideration will need to be given to the potential staffing impact inherent in this proposal. Arrangements for the support and development of the existing Oracle solution have involved a sizable team of internal staff and contractors; it is expected that a future solution will be much less resource intensive to maintain, and this will have an impact on the internal support team which currently exists.
- 3.42. Also, arrangements will need to be made to ensure appropriate consultation with impacted staff across both organisations who will be affected by the business process transformation which underpins this business case.

Financial Case

Impact on capital and revenue costs

- 3.43. Significant capital expenditure is anticipated across both Councils in order to implement a replacement solution, assuming permission is given by each organisation to do so.
- 3.44. It is anticipated that activity during the financial year 2016/17, which will form part of the total overall cost of change for the programme, will focus partly on the competitive procurement process, and partly on certain activities which are essential to support a successful migration, and where initiating the work

sooner rather than later will be of benefit in terms of preparing for the post-procurement implementation programme and in terms of risk mitigation.

- 3.45. **Appendix 1** to this report provides a breakdown of the resources believed to be required to deliver the activities in 2016/17 which will support a procurement exercise and the other programme activities outlined above.
- 3.46. This further phase of activity in relation to this programme will deliver:
- An OJEU-compliant competitive procurement exercise which will validate current thinking around cost of change and future running costs and result in a final business case being produced;
 - Detailed business analysis of current processes, to identify further opportunities for business process savings to be achieved through this programme; and
 - Pre-implementation preparatory activity in relation to data cleansing, data migration and archiving strategies, and detailed mapping of integration requirements between a future HR and Finance solution and both Councils' other line of business systems and emerging Digital platforms.
- 3.47. Cabinet approval is sought at this stage to initiate a formal procurement process. This will enable the development of a full business case, ahead of a procurement decision, which itself will be subject to the approval of appropriate governance forums within each Council. An outcome of this activity may be to demonstrate that the procurement of a replacement solution is not appropriate, at which point this Programme would be realigned towards a future preferred approach to provision of an HR and Finance solution for the Councils.
- 3.48. Based on the work of this programme to date, significant savings in both capital and revenue expenditure are anticipated over the likely lifespan of a replacement solution, when compared to the existing Oracle product.

Sources of Funding

- 3.49. The programme will be shared and jointly funded by both Councils. For Cheshire East Council, an existing ERP Transformation capital budget has already been established. This has been carried forward into 2016/17. The cost of the proposed procurement phase will be funded from this allocation. The final business case will be needed to justify a decision to incur any further expenditure against this allocation, again through demonstrating payback within an acceptable period with cashable savings being achieved.

Management Case

- 3.50. This proposal will ensure successful delivery through utilisation of:
- A software solution that has demonstrable evidence of delivering a return on investment in Local Government;

- Third party expertise with experience of implementing similar software solutions;
- A blend of internal and external skilled resource;
- External change consultants to underpin the delivery of transformational change management;
- Strong governance model with commitment from Members and senior management from both Councils; and
- A realistic and achievable delivery plan

3.51. An indicative procurement and implementation timetable is set out below:

Activity	Timetable
Call for competition	July 2016 (following Cabinet approvals)
Shortlisting	October 2016
Contract award	March 2017
Mobilise / commence implementation	April 2017
Design and build solution	May to October 2017
Testing	November 2017 to February 2018
User training	February to May 2018
Go live	April 2018

3.52. Contract award and implementation activities will only proceed upon approval of the final business case which will be developed following the outcome of a procurement process. This timetable will be refined during the process of negotiation with potential suppliers, and will be finalised prior to contract award and mobilisation of the implementation team.

3.53. Reference site discussions and visits have repeatedly emphasised the importance of senior leadership engagement (Member and officer) in this type of transformation programme, with strong programme leadership and governance being essential to the success of an investment which is expected to impact in some way on almost every employee, customer and supplier of the Councils.

4. Other options considered

4.1. The report articulates the reasons why “do nothing” is not an acceptable option, and proposes a way forward which will allow the most appropriate and cost-effective solution to be identified.

5. Wards Affected and Local Ward Members

5.1. None.

6. Implications of Recommendations

6.1. Policy Implications

- 6.1.1. This decision supports the Council's outcome "to be a responsible, effective and efficient organisation", by maximising value for money in the way the Council operates.

6.2. Legal Implications

- 6.2.1. Where the decisions flowing from this programme require procurement activity, including any pre market consultation, this will be carried out in accordance with the Public Contracts Regulations 2015, including any pre market consultation.

6.3. Financial Implications

- 6.3.1. The costs associated with proceeding with a formal competitive procurement process and associated pre-implementation activities are set out in Appendix 1 to this report. The overall cost of implementing and operating a potential replacement solution will be confirmed through the production of a final business case, in support of any proposed procurement decision.

6.4. Human Resources Implications

- 6.4.1. Human resources implications are identified in the Commercial Case section of this report.

6.5. Equality Implications

- 6.5.1. There are no Equality issues arising from this report.

6.6. Rural Community Implications

- 6.6.1. There are no Rural Community issues arising from this report.

6.7. Public Health Implications

- 6.7.1. There are no Public Health issues arising from this report.

7. Risk Management

- 7.1. Programme risks are being identified and reported as necessary to the ERP Programme Board, through normal programme management mechanisms. The Board will escalate any significant risks to the proposed ERP Steering Group as appropriate during the course of the programme.

8. Background Papers

8.1. Documents are available for inspection at:

Cheshire East Democratic Services
Westfields
Middlewich Road
Sandbach
CW11 1HZ

9. Contact Information

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APPENDIX

ERP Replacement Programme
Pre-procurement phase (June 2016 - March 2017)

Role	Total Days	Rate	OJEU procurement	Business process analysis	Pre implementation activities	Total Cost
Programme Resources						
Senior Programme Manager	205	300	20,500	20,500	20,500	61,500
Project Manager	164	300	16,400	16,400	16,400	49,200
Delivery SME	191	600	38,200	38,200	38,200	114,600
Programme office support	205	300	20,500	20,500	20,500	61,500
Business Change Lead	36	300	-	5,400	5,400	10,800
Procurement Manager	127	300	38,100	-	-	38,100
Legal and Commercial Manager	102	300	30,600	-	-	30,600
Business Analysts x 4	240	300	-	72,000	-	72,000
SMEs						
HR SME - definition of requirements, support for the as is analysis and support for the procurement process	74	300	11,100	11,100	-	22,200
Payroll SME - definition of requirements, support for the as is analysis and support for the procurement process	74	300	11,100	11,100	-	22,200
Finance SME - definition of requirements, support for the as is analysis and support for the procurement process	74	300	11,100	11,100	-	22,200
Income/procurement SME - definition of requirements, support for the as is analysis and support for the procurement process	74	300	11,100	11,100	-	22,200
Technical SME - definition of functional and non-requirements, security policies, hosting principles and digital considerations; support for the procurement process	74	500	18,500	18,500	-	37,000

APPENDIX

Support Resources						
ICT / Technical Support - supporting the Technical SME and contributing to the delivery of the technical outputs	15	500	-	3,750	3,750	7,500
Technical Solutions SMEs – HR / Payroll & Finance / Procurement	74	500	-	-	37,000	37,000
Finance and Audit	74	300	11,100	11,100	-	22,200
HR - definition of TUPE requirements and on-going HR support	20	300	6,000	-	-	6,000
External Legal advice and support	-	-	75,000	-	-	75,000
Pre-Implementation Activities						
Data Cleansing Strategy - Approach for cleansing and on-going maintenance	30	500	-	-	15,000	15,000
Data Migration Strategy	30	500	-	-	15,000	15,000
Data Archiving Strategy	30	500	-	-	15,000	15,000
Supplier Rationalisation and on-going maintenance - Oracle Team	30	300	-	-	9,000	9,000
Supplier Rationalisation and on-going maintenance - P&I	30	300	-	-	9,000	9,000
Grand total			319,300	250,750	204,750	774,800
Cost per Council			159,650	125,375	102,375	387,400

CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting: 14th June 2016

Report of: Director Adult Social Care
and Chief Operating Officer, Peter Bates

Subject/Title: Cheshire East Council Community Equipment Service
Framework

Portfolio Holder: Cllr. Janet Clowes – Portfolio Holder for Adult Care and
Integration

1.0 Report Summary

Community Equipment – Adult Equipment Procurement Framework

- 1.1 This Council is committed to providing a range of excellent local care and support services for the residents of Cheshire East, building on our commitments to ensure residents are supported to live well for longer, and to remain as independent as possible. The Council is fully aware of its responsibilities to its citizens, and is committed to addressing both current and future needs in its planning, to ensure sustainable adult care and support services.
- 1.2 The community equipment service model, which provides fast access to high quality equipment, is vital to supporting independence. A new framework for adult equipment is about to be procured, as authorised by Cabinet of 3rd February 2015. This will ensure that the Council is compliant to EU rules. However there are a number of other Local Authorities in the North West and London who have expressed an interest in purchasing from this new, innovative framework. So this paper is seeking authorisation for other local authorities to join the framework which will increase the overall total contract value of the framework above that which was approved by Cabinet in February 2015.
- 1.3 The Council is committed to being a leader across the region to promote best practice, efficiency and economy. This is an opportunity for the Council to promote its reputation in that respect by establishing the new framework in a way that allows other Local Authorities and other bodies to join in future. This would require those agencies to pay a fee to join that would cover the administrative costs incurred.
- 1.4 The Council already leads and delivers the community equipment service on behalf of a local partnership. This paper does not propose expanding that

partnership; any new Local Authority or other body would purchase directly from the CEC framework using its own ordering system.

- 1.5 In order to enable the Council to provide this valuable contribution to efficiency, the new adult framework procurement would have to include the total potential value of spend. The framework will be for a 4 year period.
- 1.6 The current maximum value of spend as approved by Cabinet of 3rd February 2015 is for a maximum spend of £15 million. Several other councils and bodies from the North West and some London Boroughs have asked to be named on the OJEU notice. Based on those requests the total potential spend over 4 years brings the estimated value of the framework to a maximum of £80million. The total maximum value of spend over four years would therefore be recommended to be £80 million to ensure that there is no risk that these limits are exceeded.

2.0 Recommendations

- 2.1 That Cabinet approve the principle that other Local Authorities and other bodies may join the framework, approved at Cabinet on 3rd February 2015.
- 2.2 That Cabinet delegate authority to Director of Adult Social Care to approve other local authorities and other bodies joining the framework subject to the total value of spend of this procurement exercise not exceeding £80 million over 4 years.
- 2.3 That CEC continue to quantify and report the efficiency benefits and value for money to the health and social care system of this framework.

3.0 Reasons for Recommendations

- 3.1 The publication of the framework with additional agencies would further raise the positive profile of the Council as a leader of innovation, efficiency and collaboration.
- 3.2 The procurement of a framework which allows for the potential increase in users of the framework, could improve the prospect of improved unit costs, and greater efficiency. The framework will include a means of gaining a rebate from suppliers if volumes increase substantially over certain levels. It will also be innovative in that it will bring together equipment lead authorities across the northwest, something which has been seen for some time as an opportunity. This initiative should promote increased efficiency and innovation in equipment provision, which has become more and more vital in the drive to maintain people in their home environment for as long as possible.
- 3.3 The levels of spend approved by the Council need to be high enough to ensure there is no risk that the framework becomes non-compliant to EU rules because the value of the framework has been exceeded.

4.0 Wards and Local Ward Members Affected

4.1 All Wards and All members

5.0 Policy Implications

5.1 None

6.0 Financial Implications

6.1 No additional Council budget will be required for the increase in numbers of users of the framework. The admission of additional Authorities to the framework could reduce the overall unit cost of equipment if spend increases substantially. There will be multiple providers on the framework, discounts will be applied if a given level of spend with an individual provider is exceeded; this level is based on historical spend patterns.

6.2 The framework will continue the current achievement of speedy delivery to the customer's home in order to facilitate rapid discharge from hospital. This ensures maximum cost-effectiveness for the health and social care system by reducing hospital beds days. The current savings per annum as shown on the Community Equipment performance dashboard is £499,200. This is based on 1248 bed days saved by facilitating timely hospital discharge, a saving of £499,200 based on 3 days saved per discharge at £400 per day (Data.gov.uk)

6.3 Administration and monitoring costs would be charged to the additional Authorities.

6.4 There is no obligation for this Authority or any other user of the framework to purchase equipment and other services through the framework agreements.

7.0 Legal Implications

7.1 A framework agreement enables the need for a particular service to be met for a set period of time, in order to obviate the need to undertake a wide competitive process in relation to each individual procurement. It complies with EU requirements and the Council's rules. Suppliers can be appointed directly based on the pricing and/or other information established in the original tender process or if the price cannot be directly determined or in order to ensure best value a mini-competition can be held between the suppliers appointed to the framework in order to make an award.

7.4 The Public Contracts Regulations 2015 allow local authorities to enter into framework agreements with a number of service providers, following a competitive tendering process, and to thereafter select from those service providers to provide particular services, as and when required for a maximum period of four years.

7.5 The Legal Service is not in a position to comment on best value to the Council approaching the procurement in this manner and looks to colleagues in the Finance and Procurement Services to provide guidance on the approach to procurement that would provide best value to the Council.

- 7.6 In addition to meeting the partnership's requirements, the service intend to make the framework available to other contracting bodies. In order to do so those authorities will need to be named in the notice published in the Official Journal of the European Union (OJEU Notice) and an estimate of the total value of the spend of all participating bodies will need to be provided. Only those bodies that are named in the OJEU Notice at the time of publication will be able to use the agreement. The Council will need to monitor the spend of all those bodies using the framework over the lifetime of the framework to ensure that the total value set out in the OJEU Notice is not exceeded.
- 7.7 The other authorities (participating bodies) will need to enter into an Access Agreement with the Council and then enter into separate agreements with each provider on each of the Lots that they intend to use (as there will be more than one provider on each lot).
- 7.8 The Council has not allowed other authorities to access to its framework agreements before and so consideration will need to be given to the management of participating bodies' use of the agreement. This will involve monitoring and reporting requirements and consideration as to how the Council will deal with queries (about the use of the framework) and possible complaints (possibly from suppliers who feel they have not been dealt with fairly in mini-competitions). Documents will be drafted to include indemnities and disclaimers to protect the Council.

8.0 Risk Management

- 8.1 There is an opportunity to raise the positive profile of the Council as leader of innovation, efficiency and collaboration.
- 8.2 There is a risk that the administration of the framework with additional agencies will generate additional clerical work. This risk has been mitigated by the requirement of a joining fee that any new agency would have to pay to cover the costs of the additional work.
- 8.3 There is a risk that the level of spending could be exceeded making the Council non-compliant with EU rules. This has been mitigated by the requirement that the detailed monitoring of spend is done within CEC and that monitoring cost is covered within the joining fee. The spend trajectory will be analysed quarterly to ensure the Council has an early warning of any risk of overspend.

9.0 Access to Information

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

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Chief Operating Officer
Subject/Title:	Procurement of Strategic Partner to Develop Modular Build and Funding Framework Agreements for Cheshire East Council
Portfolio Holder:	Cllr Peter Groves, Portfolio Holder for Finance and Assets Cllr Paul Findlow, Portfolio Holder for Corporate Policy and Legal Services

1. Report Summary

- 1.1. Cheshire East is currently in the process of considering how it can address the current deliverability issues that are arising out of the need to provide both Affordable and Start- up homes within the Borough.
- 1.2. Within the development industry, there is currently a lack of capacity within the construction industry, and developers are delaying site construction .
- 1.3. A new model of delivering Housing units is required, particularly around the Affordable and Start Up Homes, and following research into this issue, modular homes appear to offer a quick, and affordable solution to housing provision within these sectors.
- 1.4. As part of the process to address the lack of development, the Council are seeking to set up a framework for Modular Build, and to compliment this, a possible Funding Framework which will capture the current funding opportunities that exist from third party sources such as UK pension funds. The medium term ambition is for EotN to use such a framework, developing Affordable Housing on Council owned land. This will not only increase supply and will also encourage developers to start development on sites which have existing planning approvals in place.
- 1.5. In considering the above, it is apparent that any framework should have the ability to be available nationally, and in order to facilitate this, the Council will need to work with a nationally recognised procurement partner to shape and deliver such a significant set of frameworks.
- 1.6. Due to the levels of rebate that could be achieved with the creation of such frameworks, there could be a possibility this will exceed £1m, which will require the use of OJEU procedures and Cabinet approval to the process.

- 1.7. This report seeks approval to progress with the appointment of a strategic partner to assist the council in developing out such frameworks identified in this report.

2. Recommendation

- 2.1. Cheshire East Council to proceed with a suitable OJEU procurement as detailed in Option 2 of this report , to enable the appointment of a strategic delivery partner, to progress the development and delivery of a framework for Modular Build and Funding for Cheshire East Council, any of its subsidiary's and other Local Authority's to access.
- 2.2. Once the appointment is made , approval is sought for the procurement partner to progress the development Modular Construction and Funding frameworks for the Council and to make the Frameworks available to other contracting authorities. The procurement process will comply with the Public Contract Regulations 2015 (the Regulations).
- 2.3. Subject to this work being completed, a further report will be presented which will scope out the Framework requirements for the Modular Build and Funding opportunities that will follow a separate procurement process.
- 2.4. Delegate authority to The Chief Operating Officer, in consultation with the Portfolio Holder for Finance and the Portfolio Holder for Corporate Policy and Legal Services to undertake the procurement exercise and to identify and appoint a delivery partner.
- 2.5. Delegate authority to the Director of Legal Services to enter into the necessary legal documentation to appoint a partner and all incidental legal agreements.

3. Other Options Considered

- 3.1. The Council could use its in-house procurement service to set up the Framework agreements , however, if such frameworks are to be National in their scope, which will bring financial and reputational benefits to Cheshire East Council , it is considered that at present , there would be insufficient resource with the service to facilitate the project management of procuring and delivering the framework agreements.
- 3.2. A strategic procurement partner will have the resource available to deliver procurement support, framework format knowledge, marketing expertise and contract management support. The risk and costs associated with developing the frameworks, will sit with the procurement partner .
- 3.3. Frameworks for the manufacturing, design and build of Modular Houses are available in the market place but do not address the Council's and EoTN's

objectives and policies for housing within Cheshire East, alongside workforce development and inward investment opportunities.

4. Reasons for Recommendation

- 4.1. The Council is currently in a position where it is seeking an innovative solution to address the Affordable Housing and Starter Home shortages of accommodation that exist within the Borough which has been created due the lack of supply currently coming forward via the traditional development route .
- 4.2. As part of the process to address the lack of development, the Council are seeking to set up a framework for Modular Build, and to compliment this, a possible Funding Framework which will capture the current funding opportunities that exist from third party sources such as UK pension funds. The medium term ambition is for EotN to use such a framework, developing Affordable Housing on Council owned land it will also encourage developers to start development on sites which have existing planning approvals in place.
- 4.3. To address this challenge, consideration is being given to the creation of a Modular construction framework and a complimentary Funding Framework.
- 4.4. At present there are limited Frameworks of this nature in the market place, and non that will have specific local requirements for addressing Housing within Cheshire East, alongside workforce development and inward investment opportunities.
- 4.5. Although there are alternative Modular Frameworks available, one of the main being LHC; these have a limited number of approved suppliers for modular meaning competition could be restricted. The development of a Cheshire East framework would open the market to new suppliers and provide extra competition and capacity.
- 4.6. The Council and EoTN anticipates not only for the awarded supplier to apply their expertise to build the framework approach, but offer a unique selling point in the framework solution, to other councils and to market these selling points appropriately.
- 4.7. Key Objectives of the Delivery Partner and Modular Framework ultimately:
 - Potential to capture any modular suppliers / manufacturers / installers that have not been captured on the LHC and other available frameworks where exclusivity agreements had previously ruled these suppliers out.
 - Capturing and supporting Local Suppliers, Manufacturer's and SME's, where the alternative available frameworks do not.
 - To not only create jobs in the Cheshire East Area in relation to manufacturing of modular, but to shape the market in terms of demand management by attempting to secure factories and supply warehousing, logistics sites and more within Cheshire East to add social value and play a part to improving the carbon footprint.

The Council and EoTN are recommending this approach due to the market expertise required to build the framework and to investigate areas other frameworks cannot offer.

- 4.8. Due to the potential levels of rebate that could be involved, it is considered appropriate that an OJEU procedure takes place to select the Procurement partner

5. Background/Chronology

- 5.1. Cheshire East is currently in the process of considering how it can address the current deliverability issues that are arising out of the need to provide both an Affordable and Start- up homes within the Borough.
- 5.2. As part of this process, the Council are seeking to set up a framework for Modular Build, and to compliment this, a possible Funding Framework which will capture the current funding opportunities that exist from third party sources such as UK pension funds.
- 5.3. In considering the above, it is apparent that any framework should have the ability to be available nationally, and in order to facilitate this, the Council will need to work with a nationally recognised procurement partner to shape and deliver such a significant set of frameworks.
- 5.4. There are several options open to the Council in how it should wish to select such a partner, and these are set out below.

Option 1: Joint Venture / OJEU Procurement

Joint Ventures have various definitions and in this case if the Council answers yes to the factors below, would establish the need for a **JV Procurement** following EU Public Contracts Rules and CEC CPR's.

- If the Private Sector 3rd party would be benefitting financially as a result of the partnership?;
- If the Council would be utilising the partnerships product of outcome?;
- If the Council would be benefitting financially as a result of the partnership.
- If the procurement of a delivery partner does not have a direct value, for the purposes of categorising this procurement following CPR's would use the potential value that would derive as a result of the partnership. I.e. greater than £1m?

Option 2: Concession Procurement

A concession is a partnership between the public sector and a private organisation where the contracting authority entrust the provision and management of services to the private sector organisation. In a concession

a company is remunerated through being permitted to exploit the work or service and is exposed to a potential loss on its investment.

A concession contract is subject to the new Concession Regulations 2016 which are coming into force for procurements starting from Monday 18th April.

- A concession contract must meeting the following requirements the award of the contract shall involve the transfer to the concessionaire of an operating risk in exploiting the works or services encompassing demand or supply risk or both; and
- The part of the risk transferred to the concessionaire shall involve real exposure to the vagaries of the market, such that any potential estimated loss incurred by the concessionaire shall not be merely nominal or negligible.
- The concessionaire shall be deemed to assume operating risk where, under normal operating conditions, it is not guaranteed to recoup the investments made or the costs incurred in operating the works or the services which are the subject-matter of the concession contract.

The value of the concession contract will be the total turnover generated over the duration of the contract, net of VAT. The value for this contract will be the share in the rebate received.

Cheshire East Councils social value objectives will be considered in both this and the modular housing framework. This will include potential apprenticeships for young people within Cheshire East, new job opportunities for Cheshire East and opportunities for suppliers to become part of a larger supply chain.

Cheshire East Councils social value framework will be used as part of the tender process and will be monitored and reported through the contract.

6. Wards Affected and Local Ward Members

- 6.1. The selection of a procurement partner to facilitate the frameworks will affect All Council Wards.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. The proposal will create the necessary frameworks for the Council to contribute to the deliverability for the Affordable Housing and Starter Homes issues within Cheshire East.

7.2. Legal Implications

- 7.2.1. At this point the procurement exercise is for a partner to develop and deliver a framework for Modular Construction together with the Council.

Given the potential value of the partnership an OJEU compliant procedure should be undertaken.

7.2.2. In relation to the framework itself the benefit of a framework is that it will enable the need for a particular service to be met for a set period of time, which is set at 4 years under the Public Contracts Regulations 2015, without the need to undertake a wide competitive process in relation to each individual procurement whilst complying with EU requirements and the Council's Contract Procedure Rules. Suppliers can be appointed directly based on the pricing and/or other information established in the original tender process or if the price cannot be directly determined or in order to ensure best value a mini-competition can be held between the suppliers appointed to the framework in order to make an award.

7.3. Financial Implications

7.3.1. The process of selecting an appropriate Procurement partner will be met from existing resources.

7.3.2. CEC and EoTN will need to consider the approach and structure required to administer and control the various necessary frameworks. It will be important for the Council to consider the contracting authority requirements as part of this procurement and it will be important that appropriate consideration will need to include the Council's responsibilities, any costs that could be associated with the use of the framework locally and the approach to the recording and utilisation of the income streams. These considerations will need to be incorporated into the procurement requirements and approach and agreed with the procurement partner.

7.3.3. It is good practise that where Contracting Authorities are part of such an arrangement, a shared rebate agreement is reached where a small percentage, which is typically 50/50 but would be subject to discussion and agreement between the contracting authority and the procurement partner.

7.3.4. Should this project prove successful nationally, this could create a significant rebate for the Council or EoTN if that is considered appropriate.

7.3.5. With regards to the proposal to subsequently set up the necessary frameworks, CEC / EotN will be required to be the Contracting Authority. Any procurement partner will develop the necessary documentation at their cost and risk, and a rebate fee will be set within the framework to recoup the costs. A further report will then be brought forward setting out the framework options.

7.4. Equality Implications

7.4.1. This proposal will assist CEC deliver part of its Affordable Housing and Start-up homes provision, providing equality in housing to the residents of Cheshire East.

7.5. Human Resources Implications

7.5.1. The proposal will use existing resources, in line with 2016/17 work plans.

7.6. Public Health Implications

7.6.1. The project will facilitate the delivery of quality housing to the Borough at affordable prices

7.7. Other Implications (Please Specify)

8. Risk Management

8.1 By taking this proposal through the OJEU process the Council are mitigating any challenge that may be presented as we develop out the frameworks with a selected Procurement partner.

9. Access to Information/Bibliography

9.1. There are no background documents to this paper

10. Contact Information

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CHESHIRE EAST COUNCIL

Cabinet

Date of Meeting:	14 th June 2016
Report of:	Chief Operating Officer – Peter Bates
Subject/Title:	Managed Provision of Consultancy
Portfolio Holder:	Cllr Paul Findlow, Portfolio Holder for Corporate Policy and Legal Services

1. Report Summary

- 1.1 The purpose of this report is to seek approval to award a new contract to NEPRO Limited for the provision of a Vendor Neutral Managed Service to source and provide consultancy requirements/services where appropriate over the next 4 years.
- 1.2 What is a vendor neutral service? This contract will work in a similar way to the Comensura contract. NEPRO will act as the independent broker for the procurement of specialist professional services working with accredited suppliers and will manage the end to end process of appointment.
- 1.3 The North East Procurement Organisation (NEPO) procured a new single source Neutral Vendor contract for the supply of Specialist Professional Services by way of a robust OJEU process. The framework agreement was awarded to NEPRO Ltd on 1st December 2015. All AGMA authorities are able to utilise this framework. Cheshire East Council is an Associate Member of NEPO
- 1.4 On 27th January 2016, MGB approved the award of contract to NEPRO Ltd for a pilot period e.g. six month period with an option to extend for six months in order to obtain proof of concept. There is no fee/cost in entering into a contract with NEPRO Ltd, however, they are managing consultancy spend on the Council's behalf, so it was agreed to obtain cabinet approval before rolling out this solution more widely and incurring consultancy expenditure above £1million. The current committed spend through the contract is £675,000.
- 1.5 The NEPRO contract has already had some significant benefits which include:
 1. Increased compliance by ensuring business cases are completed for new consultancy requirements focussing on the key activities and outputs rather than simply obtaining day rates and approved by the Head of Service and Finance.

2. Reduction and on-going mitigation regarding the number of WARNs for consultancy. Only one approved so far for 2016/17.
3. £130,000 saving for the three projects awarded against a budget of £520,000 (25%).
4. Positive user feedback from the services who have procured using NEPRO.
5. Efficiency savings in time and resources. Projects are able to be procured within 2 weeks rather than the average time of 3 months plus.

2. Recommendation

That Cabinet

- 2.1. Approve the award of and entering into a call off contract under the framework agreement to NEPRO Ltd for a period of 3 years with an option to extend for 12 months (maximum period of 4 years).
- 2.2. Delegate authority to the Director of Legal Services to enter into the necessary legal documentation to appoint a partner and all incidental legal agreements.

3. Other Options Considered

- 3.1. Frameworks – there is a vast range of different multi-disciplined frameworks for consultancy, e.g. ESPO (Eastern Shires Purchasing Organisation) frameworks, CCS (Crown Commercial Service) frameworks etc. Whilst these frameworks alleviate the need to advertise the requirement in Europe they normally still require a great deal of resource in tendering with all the capable suppliers on that framework.
- 3.2. There is a YPO (Yorkshire Purchasing Organisation) framework recently awarded for a vendor neutral solution which is with Reed. This is still fairly new and is the first solution that Reed has won. They are also still developing their on-line system.
- 3.3. Cheshire East is able to conduct its own quotations and tenders for specific consultancy requirements where required, however, a vendor neutral solution would be far simpler, quicker and easier for all concerned.

4. Reasons for Recommendation

- 4.1 It is evident that whilst there can be an element of demand management e.g. Recruitment Watch or similar to reduce spending on specialist professional services (SPS) there is still a need to source such work, particularly with projects such as local plan, HS2 etc, with such professionals bringing a wealth of expert advice, knowledge and capability which may not be available in-house or would be expensive and/or inappropriate to retain on a permanent basis.
- 4.2 Spend data has not proved easy to ascertain in full confidence with the current coding structure. There are numerous account codes which stem

from LGR and services are not always coding their expenditure correctly. The new ERP system will address this but in the meantime the current coding structure applies.

It is felt that the most accurate report to use to obtain consultancy spend is a report using the consultancy proclass code for each financial year.

This report shows that the estimated annual spend within Cheshire East Council over this period is:

2013-2014 approximately £4.2 million

2014-2015 approximately £6 million

2015-2016 approximately £5 million

2016 – to date £168,319

Some of this expenditure will be using various compliant contracts e.g. there are numerous individual contracts that have been procured in the past for specific consultancy requirements. There is also an internal compliant Assets/Property Consultancy framework which has an annual expenditure of between £300k to £500k.

- 4.3 The procurement team are also continually dealing with requests for WARN's e.g. waiver to competition and/or recording of non adherences for consultants. (WARNs).
- The total amount of WARN's for Consultancy in 2014 - 2015 was 40 totalling Circa £2.4 million
 - The total amount of WARN's for Consultancy in 2015 - 2016 was 19 totalling Circa £1.8 million
 - The total amount of WARN's for Consultancy in 2016 – 2017 to date is 1, totalling £6,500. This illustrates that the NEPRO contract has already had a significant positive impact.
- 4.4 There are 3 recognised models of Service provider sub contracts (SPS) available and identifiable;
- Multi-disciplined professional service and /or consultancy organisations that offer a wide range of specialisations at strategic, operational and tactical levels of service delivery and organisational with a global presence.
 - SMEs specialising in a particular market sector or field of expertise.
 - Stand-alone or Sole Trader agencies focused on specialist and technical consultancy and professional advice around a particular field, function or industry.
- 4.5 NEPRO Limited act as a single point interface between Cheshire East Council and the supply base and offers many benefits, for example:

- Reduction in overall spend as result of an explicit demand management process and system. (NEPRO aim to shave between 10-20% from each project budget).
 - Reduction or elimination of instances of scope creep in the work due to be completed.
 - Reduction or elimination of non-compliant spend via an OJEU Compliant procurement route which allows for direct award or mini-competitions (hence reduction / elimination of consultancy WARN's).
 - Realisation of cashable savings from a competitive procurement process.
 - A reduction in administrative processes, supported for instance by channelling activity via a central web based application.
 - Improved transparency, reporting and audit of all activity associated with professional and consultancy services.
 - Mitigation of IR 35 related tax risks.
 - Reduction or elimination of payment for non-performance.
 - Efficiency savings through the reduction of transactional activity resulting in the volume of invoices and processes being minimised as contact and contracts sits with one vendor.
 - When rolling out the on-line solution, this will use a single monthly invoice paid to the neutral vendor who is then responsible for fee distribution. Improved capacity in procurement as the need to utilise traditional procurement methods is reduced allowing increased focus on key priorities.
- 4.6 NEPRO supports market led outcome based pricing, relying on well-defined briefs with outcomes, aims, objectives, deliverables and milestones formulated. NEPRO leads the implementation of processes and controls that will encourage a shift in attitude as to how, why and where the Council utilises Specialist Professionals.
- 4.7 **Transaction Costs** - The transactional nature of the service will be **cost neutral**. NEPRO will charge suppliers a 5% levy on the value of transactions.
- 4.8 **Savings** – prior to the pilot exercise no savings were easily quantifiable from the various consultancy procurements with many of them being new requirements. When using NEPRO, they identify the target budget with the service and aim to reduce the estimated expenditure by at least 10%. All project costs and savings are now recorded and monitored and we have full transparency of costs/savings by project, service etc.

Case Studies:

- i) Durham County Council implemented this solution in 2014. In 14/15 they had 132 projects going through the NEPRO system with a total cost of £4.4 million. The savings they achieved for this period was £431k (9.73%).
- ii) Cumbria County Council implemented this solution in May 2014 for a 6 month pilot. Over £640,000 of work has been placed via NEPRO in this time creating savings of £89,980 (14%).

Based on a potential expenditure of £5m for 15/16, if a 10% saving was achieved for Cheshire East Council, this could result in savings up to £500k.

- 4.9 Pilot Project – The current pilot period started 1st March 2016. Appendix 1 identifies the completed projects that have been procured through NEPRO to date also illustrating the costs and savings so far.

There are 8 projects commenced with NEPRO so far with an overall estimated value of £675,000. There are 3 projects that have been finalised and awarded to date. The estimated value of these 3 projects was £520,000. The actual cost is circa £390,000, therefore a saving of £130,000 which equates to 25%.

Whilst only able to report savings on a few projects currently, this represents a significant financial saving.

On top of the financial saving this pilot project has proved that there are vast savings in time and resource. The projects are able to be procured quickly and efficiently, saving time for both services and procurement. It is feasible for these projects to be commenced and awarded within 2 weeks as opposed to 3 months plus under normal procurement routes.

5. Background/Chronology

- 5.1 Consultancy services has been recognised as an area where potential efficiencies could be levered. There is a Task and Finish Group who have been reviewing expenditure on temporary resource. Some of this is to do with agency staff and there is ongoing work which HR Strategy is leading on in this regard.
- 5.2 The other element of this group was to review expenditure on 'Consultancy'. A key recommendation is that the Council reviews and considers new procurement routes.
- 5.3 The task and finish group identified a number of issues, challenges and barriers, particularly in the area of consultants and specialist contractors:
 - Lack of Control e.g. consultants, interims being appointed without going through proper checks, e.g. Checking bona fide company, insurance, DBS checks, H&S checks.

- Recruitment Watch – following a report on temporary staff and an MGB discussion in October, it was agreed that this process should be reviewed but will remain in place for now.
- Lack of planning within services leading to urgent demands, which are then used to justify non-compliance.
- Too many account codes, mis-coding, which makes it difficult to identify what the expenditure is for and to ascertain whether the council has achieved best value. *Finance is reviewing coding structures to be in line with new ERP system.*
- Risk for the Council regarding employment and legislative issues e.g. Insurances, IR35 Tax.
- Increasing number of FOI requests around temporary workforce usage, which can be difficult to respond to due to the lack of compliance and confusion of the data.

6. Wards Affected and Local Ward Members

- 6.1. No impact on any specific wards and Local Ward Members

7. Implications of Recommendation

7.1. Policy Implications

Four key drivers will underpin the procurement process to put in place a new contract for the supply of consultants which will deliver a cost effective and quality solution for the Council:

- **To secure value for money** - without compromising on the quality of the Consultants supplied.
- **To ensure business continuity in a compliant manner** - through an efficient and simple process. This will reduce the number of waivers for consultants.
- **To provide an “easy to do business with” solution** – for managers to use
- **To enhance social value** – providing a platform whereby local providers and SME’s can have the opportunity of securing business with the Council in a streamlined manner and maximising the opportunity for residents to secure employment.

7.2. Legal Implications

- 7.2.1 The North East Procurement Organisation (NEPO) has procured a new single source Neutral Vendor framework agreement for the supply of

Specialist Professional Services. A Framework agreement is an “umbrella” agreement that sets out the terms (particularly relating to price, quality and quantity) under which individual contracts (call-offs) can be made throughout the period of the agreement. It enables contracting authorities to meet its need for a service, supply of goods or works for a set period of time in order to obviate the need to undertake a wide competitive process in relation to each individual procurement. A framework agreement set up in accordance with the Public Contract Regulations 2015 is normally for a maximum four year period and available to a number of contracting authorities so long as those authorities are sufficiently identified in the original OJEU notice. As an Associate Member of NEPO the Council is named and therefore is able to utilise this framework and enter in to a call off contract with NEPRO Ltd. This ensures compliance with the Council's own Contract Procedure Rules and the Public Contract Regulations 2015.

- 7.2.2 The Council should seek to ensure that best value is achieved. The report refers to the cost neutral transaction costs, the market led outcome based pricing and the continuous improvement requirement in the call off contract.

7.3. Financial Implications

- 7.3.1 There is no fee or cost in entering into this contract, although the company will be managing the Council's overall consultancy spend which is expected to be in the region of £20m over the period of the contract.
- 7.3.2 It is noted that significant savings are potentially achievable given the Council's current spend and similar exercises in other councils, and that the contract should provide additional benefits such as the subsequent reduction in non-compliant spend and related resources i.e. completion of waiver to competition/recording non adherence forms.
- 7.3.3 The proposed new arrangement should lead to increased clarity of costs in this area whilst also offering/ensuring value for money.

7.4 Equality Implications

- 7.4.1 None

7.5 Rural Community Implications

- 7.5.1 None

7.6 Human Resources Implications

- 7.6.1 Ensuring a smooth transition from the current off line system to the new contract and on-line system is essential. During implementation

and launch of the new consultancy contract, hiring managers who regularly use Consultancys will be trained on the suppliers ICT platform. This will ensure that Consultants can be selected for new assignments and paid promptly.

7.7 Public Health Implications

7.7.1 None

7.8 Other Implications (Please Specify)

7.8.1 None

8 Risk Management

- 8.1 All projects are closely monitored throughout the contracted period to ensure that the Council continues to obtain and maximise value for money and consistent levels of service. A requirement of the contract is for continuous improvement throughout the term of the contract to ensure that best value is achieved.
- 8.2 To enhance visibility and control over the usage of Consultants, management information reports will be requested from NEPRO Ltd to assist with the monitoring of, for example, type of consultancy, costs, savings by project, directorate and service.

9 Access to Information/Bibliography

- 9.1 Further information about the NEPRO Consultancy Framework can be found at: <http://nepro.org.uk/>

10 Contact Information

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Appendix 1: Consultancy Projects - NEPRO

Directorate	Service	Service Officer	Project Title	Title/Name of Project	Budget Value for £	Supplier	Savings
Economic Growth & Prosperity	Inward Investment	John Willis	Specialised Business Support Services	£210,000.00	£174,393.00	GM Business Support Ltd	£35,607.00
Economic Growth & Prosperity	Neighbourhood Planning Team	Thomas Evans	Neighbourhood Planners				
Economic Growth & Prosperity	Spatial Planning	Stuart Penny	Consultancy - Introducing an approved Community Infrastructure Levy (CIL) charging schedule	£35,000.00			
Economic Growth & Prosperity	Regeneration	Jez Goodman	Crewe Royal Arcade Development Adv	£160,000.00	£95,950.00	Cushman & Wakefield	£64,050.00
Economic Growth & Prosperity	Regeneration	Sophie Thorley	Marketing Consultancy	£150,000.00	£120,000.00	Thrive	£30,000.00
Strategic Commissioning	Waste & Environment	Sue Dover	Waste Consultancy	£30,000.00			
Economic Growth & Prosperity	Major Projects	Ann Beasley	Consultancy support for district heating	£60,000.00			
Economic Growth & Prosperity	Spatial Planning	Allan Clarke	Starter Homes and LPS Support	£30,000.00			
				£675,000	£390,343.00		£129,657.00

Notes:

1. 8 Projects in total to date
2. 3 Projects awarded, (see grey highlighting) estimated total value £520k, final costs £390k = circa £130k saving = 25%

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