

## Cabinet Agenda

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**Date:** Tuesday, 6th December, 2016  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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

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 5 - 14)

To approve the minutes of the meeting held on 8<sup>th</sup> November 2016.

6. **Council Tax Base 2017/18 - Domestic Rates** (Pages 15 - 22)

To consider a report on the council tax base calculation for recommendation to Council.

7. **Non-Domestic Rates Taxbase 2017/18** (Pages 23 - 32)

To consider a report on the Non-Domestic Rate Tax base.

8. **Bentley Development Framework and Masterplan** (Pages 33 - 76)

To consider a report which seeks endorsement of the Development Framework and Masterplan developed by Bentley Motors for the purposes of public consultation.

9. **Quality of Place** (Pages 77 - 82)

To consider a report which proposes that Quality of Place be adopted as a strategy for the Council that will assist it in achieving its aims and objectives as articulated in the Council's Corporate Plan.

10. **Connected Communities** (Pages 83 - 102)

To consider a Connected Communities Strategy which sets out the broad outline of how the Council proposes to engage with its communities.

11. **Sustainable Travel Transition Year Grant Funding** (Pages 103 - 122)

To consider a report which seeks the approval of a policy for the allocation of business travel planning grants.

12. **Expression of Interest to the DfE Innovation Programme for Adopting Signs of Safety as our Way of Working in Children's Social Care** (Pages 123 - 144)

To consider a report on an expression of interest that the Council has submitted to the DfE Innovation Programme in partnership with Munro, Turnell and Murphy Consultancy for funding to transform Children's Social Care services.

13. **Merger between Wulvern Housing and the Guinness Partnership** (Pages 145 - 150)

To consider a report recommending that the Cabinet endorse a proposed merger between Wulvern Housing and the Guinness Partnership.

14. **Procurement of Care & Support at Heath View Extra Care Housing Scheme, Congleton** (Pages 151 - 154)

To consider a report on the procurement of care and support at Heath View Extra Care Housing Scheme, Congleton.

**THERE ARE NO PART 2 ITEMS**

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Cabinet**  
held on Tuesday, 8th November, 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, P Groves and D Stockton

**Members in Attendance**

Councillors C Andrew, G Baxendale, C Browne, S Corcoran, S Edgar,  
M Grant, G Hayes, A Moran, B Walmsley and G Williams

**Officers in Attendance**

Mike Suarez, Kath O'Dwyer, Peter Bates, Frank Jordan, Bill Norman and Paul Mountford

**Apologies**

Councillors J P Findlow and S Gardiner

In opening the meeting, the Chairman noted that Macclesfield Town had beaten Walsall in the first round of the FA Cup, a team 46 places higher than them in English Football. She wished the team well with their match against Oxford in the second round.

The Chairman also referred to the arrangements for the forthcoming services of remembrance in Cheshire East. On Friday, the Mayor would be leading a service at Westfields and there would also be a service at Macclesfield Town Hall. The Chairman highlighted that local communities throughout the Borough would be holding their own services of remembrance.

**56 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**57 PUBLIC SPEAKING TIME/OPEN SESSION**

Sue Helliwell had submitted a question on behalf of the Wood Park Development Group in Alsager but was not present at the meeting. The Portfolio Holder for Housing and Planning undertook to respond in writing.

**58 QUESTIONS TO CABINET MEMBERS**

Councillor C Browne referred to a request received by the Council to remove the compulsory purchase order listing on a plot of land adjacent to the A34 Alderley Edge Bypass, the objective being to increase the value of

the land to a future developer. He asked if the Portfolio Holder for Regeneration would agree with him that where land must be released for development, it should be the residents themselves who guide this through the Neighbourhood Plan. He asked the Portfolio Holder to refuse the request and to allow the residents of Alderley Edge to determine where future development should occur within their village. The PH for Regeneration replied that he had received a number of representations in relation to the land and a decision on the matter had not yet been made. There would be a meeting on Thursday to consider the matter and he invited Councillor Browne to attend to make representations which would then be taken into consideration.

Councillor S Corcoran referred to a piece of land between the Westfields car park, the Chapel Street car park, Platt Avenue and Coppenhall Way, Sandbach, that was listed as being sold by Cheshire East Council. He asked why the Council didn't develop the land itself for housing, possibly through a wholly-owned company, and rent out the houses. He added that Sandbach needed homes for the elderly and that the site was ideal, given its proximity to Ashfields Medical Centre and the town centre. In the meantime, he wondered whether the land could be used as a temporary car park. The Portfolio Holder for Regeneration replied that the Council had declared the land surplus to requirements in 2013 and had appointed an agent to market it. A developer was now proposing to develop housing on the site. If the Council were to withdraw from the sale, this would delay the release of the site for generating more housing for Sandbach. Given the advanced state of the transaction, to withdraw at this very late stage would also erode the Council's credibility in the market place. The opportunity to use the site as a temporary car park was therefore somewhat limited.

Councillor B Walmsley made the following points in relation to the report on Middlewich Eastern Bypass:

1. the report did not acknowledge the significant contribution made by Fiona Bruce MP in lobbying for the Bypass; nor did it give recognition to the work of the three local ward councillors for Middlewich.
2. She asked why Cledford Lane had been given such a low weighting in the Options Assessment.
3. With regard to route option 5 in the report, she asked for details of the rail opportunities that she said had been given significant weight.

In replying, the Deputy Leader and Portfolio Holder for Highways and Infrastructure acknowledged the contribution of Fiona Bruce MP and also the work of local ward members and hoped that he would continue to receive their support with the scheme in the future. He added that he expected shortly to receive the outcome of the consultation on the bypass

and transport options, including a rail link, and would arrange a meeting with local ward members in the next week or so at which the questions about the options for the scheme, the priority given to Cledford Lane and the rail opportunities could be discussed in greater detail. He was also willing to arrange a presentation for the Town Council if required.

Councillor B Walmsley also asked, on behalf of Councillor S McGrory who was not present, if the Leader of the Council would confirm when the details and results of the Middlewich Transportation Consultation would be made available to Ward Members for consideration and would subsequently be made public. The Leader replied that the details would be provided at the meeting referred to by the Deputy Leader.

### 59 MINUTES OF PREVIOUS MEETING

#### **RESOLVED**

That the minutes of the meeting held on 18<sup>th</sup> October 2016 be approved as a correct record.

Note: at this point, the Chairman vacated the Chair and left the meeting. The Deputy Leader took the Chair for the remainder of the meeting.

Councillor D Brown in the Chair

### 60 MIDDLEWICH EASTERN BYPASS

In May 2016, Cabinet had authorised feasibility work to develop plans for the Middlewich Eastern Bypass. Cabinet now considered a report detailing how the strategic case outlined in the report to Cabinet in May, and the key requirements of the scheme, had been used to identify options to prepare the Outline Business Case.

#### **RESOLVED**

That Cabinet

1. authorises the Executive Director of Place, in consultation with the Highways and Infrastructure Portfolio Holder, to undertake all necessary work to finalise the options appraisal and business case, undertake appropriate consultation and prepare a funding plan for the preferred option to enable submission of the Outline Business Case in March 2017;
2. agrees that the initial feasibility work has identified appropriate options to meet the strategic objectives of the bypass, and that these options should be further investigated for preparation of the Outline Business Case; and

3. notes that upon completion, the Outline Business Case will be brought back to Cabinet for approval before it is submitted to the Department for Transport.

## 61 CONGLETON LINK ROAD - PROCUREMENT STRATEGY

Cabinet considered a report which set out the options available to the Council to procure a contractor to deliver the project, reviewed the benefits and risks of each approach and recommended a preferred procurement strategy.

### **RESOLVED**

That Cabinet

1. notes the findings of the Procurement Report attached at Annex A to the report;
2. notes the comparison of procurement routes timescales attached at Annex B;
3. approves the use of the Restricted Procedure for the procurement of the contractor through a NEC3 Option A Priced Contract with Activity Schedule with Contractor Design (Design and Build contract);
4. approves the publication of the OJEU (Official Journal of the European Union) contract notice and all tender documentation prior to the commencement of the CPO Public Inquiry;
5. delegates the power to the Executive Director of Place to carry out the short-listing of interested suppliers using a Selection Questionnaire (SQ) and then, after the completion of the CPO Public Inquiry, invite the shortlisted suppliers to tender for the project;
6. notes that further Cabinet authority will be required prior to the award of any contract;
7. approves that Ringway Jacobs prepares the initial suite of contract and tender documents; and
8. authorises the Director of Legal Services to procure additional legal support to approve the contract documents prior to their publication.

## 62 HOUSING DEVELOPMENT FUND

Cabinet considered a report on changes to the policy for making allocations from the Housing Development Fund.

The Fund had used to bring forward additional affordable housing. It was now proposed that the Fund be refocussed to enable the Council to utilise



it for its own development activity and enable it to provide subsidy to Registered Providers or Developers to bring forward much needed rental provision.

### **RESOLVED**

That Cabinet

1. approves the changes to the process for allocation as outlined in Appendix 1 to the report in order to enable the allocation of the £500,000 already provided for within the capital programme;
2. notes that the Council will continue to use the Right to Buy capital receipts to fund the rolling Housing Development Programme for the provision of affordable housing, with a maximum level of funding of £500,000 per annum or less dependent on the value of the actual capital receipts received in the previous financial year, to be reviewed as part of the annual Budget Setting process; and
3. delegates authority to the Executive Director of Place in consultation with the Portfolio Holder for Housing and Planning to approve all grant allocations and enter into grant agreements with the recipients of funding in accordance with the policy and to make any future minor amendments to the policy.

### **63 THE LOCAL WELFARE SAFETY NET**

Cabinet considered the findings and recommendations of the Welfare Reform Working Group tasked with developing a strategy to deliver a whole system response to support residents facing financial hardship as a result of welfare reform, engaging with partners and other agencies for prevention, early intervention and crisis support. The strategy, entitled 'The Cheshire East Local Welfare Safety Net', was attached as an appendix to the report.

### **RESOLVED**

That the strategy for local welfare support 'The Cheshire East Local Welfare Safety Net', as attached as an appendix to the report, be endorsed and the Chief Operating Officer be authorised to take all necessary actions to implement the strategy.

### **64 2016/17 MID-YEAR REVIEW OF PERFORMANCE**

Cabinet considered a report outlining how the Council was managing resources to provide value for money for its residents during 2016/17.

Annex 1 to the report set out details of how the Council was performing in 2016/17 and was structured into three sections:

Section 1 Summary of Council Performance

## Section 2 Financial Stability Section 3 Workforce Development

The Portfolio Holder for Finance and Assets reported that the report had been considered by the Corporate Overview and Scrutiny Committee on 3<sup>rd</sup> November 2016. Whilst acknowledging the huge financial pressures facing the Council at the moment as outlined in the mid-quarter performance report, particularly in relation to adults and children's care provision, the Committee had noted the good levels of performance highlighted in the report and had welcomed the opportunity presented by Cabinet to comment regularly on the quarterly performance reports. (Note: the minute of the Corporate Overview and Scrutiny Committee is appended to the Cabinet minutes for reference purposes.)

The Deputy Leader thanked the Council's executive officers and their departments for the way they were managing their budgets and keeping them under control, and he thanked the Chief Executive for his drive and support.

### **RESOLVED**

That

1. Cabinet notes the 2016/17 mid-year review of performance in relation to the following:
  - the summary of performance against the Council's 6 Residents First Outcomes (Section 1 of the report);
  - the projected service revenue and capital outturn positions, overall financial stability of the Council, and the impact on the Council's reserves position (Section 2);
  - the delivery of the overall capital programme (Section 2, paragraphs 179 to 191 and Appendix 4);
  - fully funded supplementary capital estimates and virements up to £250,000 approved in accordance with Finance Procedure Rules (Appendix 5);
  - changes to Capital Budgets made in accordance with the Finance Procedure Rules (Appendix 7);
  - treasury management investments and performance (Appendix 8);
  - management of invoiced debt (Appendix 10);
  - use of earmarked reserves (Appendix 11);

- update on workforce development and staffing (Section 3).

2. Cabinet approves:

- (a) a Supplementary Capital Estimate of £251,000 for Tatton Vision – Field to Fork, and virements to Monks Coppenhall and Hungerford Primary Schools as detailed in Appendix 6; and
- (b) the allocation of additional grant funding totalling £7,000, as shown in Appendix 9.

In closing the meeting, the Chairman took the opportunity to respond to a question that had been asked at the recent Council meeting regarding free parking after 3.00 pm. No formal decisions had been taken yet but consideration was being given to allowing town and parish councils to choose when to use their free parking slots throughout the year.

Following the meeting, the Chairman introduced a short presentation and video on the outcomes of the recent Tour of Britain cycling event. A full report on the legacy value of the event for Cheshire East was available to view on request.

The meeting commenced at 2.00 pm and concluded at 2.40 pm

Councillor Rachel Bailey (Chairman)

**EXTRACT FROM THE MINUTES OF THE CORPORATE OVERVIEW  
AND SCRUTINY COMMITTEE MEETING OF 3<sup>RD</sup> NOVEMBER 2016**

**31 MID YEAR PERFORMANCE REPORT**

The Committee considered a report of the Chief Operating Officer relating to the mid - year review of Performance 2016/17.

The report highlighted financial and non-financial pressures and performance indicating how the Council was working to achieve the outcomes of the Corporate Plan 2016 to 2020.

Nationally, care services in particular were experiencing rising caseloads and increasing complexity of care needs as well as rising costs from minimum wage requirements for care providers. This was particularly relevant in Cheshire East as the Council's budget included net expenditure of over £140m for services provided by the People directorate.

The Mid Year Review of Performance provided evidence about how the Council engaged with residents, businesses and its partners to achieve positive outcomes.

The report demonstrated that the overall financial health, performance, resilience and value for money at the Council was strong, and that the reserves strategy remained effective. A potential overspend of £1.2m (0.5%) was currently being forecast, which in line with national trends was being strongly influenced by an increase in caseload and costs associated with Children in Care.

At Annex 1, the report set out details of how the Council was performing in 2016/17. It was structured into three sections:

**Section 1 Summary of Council Performance** - brought together the positive impact that service performance and financial performance had had on the 6 Residents First Outcomes during the year.

**Section 2 Financial Stability** - provided an update on the Council's overall financial position. It demonstrated how spending in 2016/17 had been funded, including: service budgets, grants, council tax & business rates, treasury management, centrally held budgets and reserves.

**Section 3 Workforce Development** - provided a summary of the key issues relating to the Council's workforce development plan.

The Committee questioned each of the Executive Directors on their respective performance results.

RESOLVED –

- (a) That the report be received;

- (b) That whilst acknowledging the huge financial pressures facing the Council at the moment as outlined in the mid quarter performance report, particularly in relation to adults and children's care provision, the Committee notes the good levels of performance highlighted in the report and welcomes the opportunity presented by Cabinet comment regularly on the quarterly performance reports.

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## CHESHIRE EAST COUNCIL

### Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Chief Operating Officer
<b>Subject/Title:</b>	Council Tax Base 2017/18 – Domestic Rates
<b>Portfolio Holder:</b>	Councillor Peter Groves, Finance and Assets

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#### 1.0. Report Summary

- 1.1. Cheshire East Council is the third largest council in the Northwest of England, responsible for over 500 services, supporting over 370,000 local people. Annual spending around £730m, with a balanced net budget for 2016/17 of £266.7m. The complexity of customer demands and the size of the organisation make it very important to manage performance and control expenditure to ensure the best outcomes for residents and businesses.
- 1.2. In November 2016 the Council reported its mid-year review of performance demonstrating how the Council is continuing to manage demand pressures by reflecting a manageable forecast overspend of £1.2m or 0.5% of net budget. This is lower than at the first quarter review stage (£1.5m) confirming that the Council's reserves strategy remains effective.
- 1.3. The overall financial health, performance, resilience and value for money at Cheshire East Council is strong despite taking over £50m out of its cost base since 2011/12. The 2015/16 accounts were recently signed off by the Council's external auditors, without qualification, and savings are consistently achieved through efficiency, removing duplication of effort, making reductions in management costs, and planned programmes of asset disposals. The approach continues to protect funding provided to front line services.
- 1.4. The sustainability of the Council's financial position is enhanced as, unlike many local authorities, 67% of the Council's net revenue funding is raised locally through Council Tax. The Council has continued to protect local residents by keeping Council Tax levels low and ensuring that everyone who is eligible to pay does so. This report sets out the tax base calculation for recommendation from Cabinet to Council.
- 1.5. The calculation sets out the estimates of new homes less the expected level of discounts and the level of Council Tax Support (CTS). This results in a band D equivalent tax base position for each Town and Parish Council.

- 1.6. The tax base reflects growth of 1.4% on the 2015/16 position highlighting the positive changes locally. Additional new homes and more properties brought back into use over the last eight years, have increased the taxbase by almost 9%. Reductions in CTS payments have also contributed to recent additional growth in the taxbase.

## 2.0 Recommendation

- 1.7. That Cabinet, in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, recommends to Council, the amount to be calculated by Cheshire East Council as its Council Tax Base for the year 2017/18 as **144,201.51** for the whole area.
- 1.8. No changes are made to the Council Tax Support Scheme for 2017/18, other than the annual increase in the allowances used.

## 3.0 Other Options Considered

- 1.9. The Council published its [Pre-Budget Report 2017-20](#) for consultation at the beginning of November 2016. Within that document there is a proposal to vary the Council Tax Support budget (see page 93) and also to vary the non collection rate (see page 87). This proposal is reflected in the recommended taxbase in section 2 above.

## 4.0 Reason for Recommendation

- 1.10. In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 Cheshire East Council is required to agree its tax base before 31<sup>st</sup> January 2017.

## 5.0 Background/Chronology

- 1.11. Cheshire East Council is required to approve its tax base before 31<sup>st</sup> January 2017 so that the information can be provided to the Cheshire Police and Crime Commissioner and Cheshire Fire Authority for their budget processes. It also enables each Town and Parish Council to set their respective budgets. Details for each parish area are set out in **Appendix A**.
- 1.12. The tax base for the area is the estimated number of chargeable dwellings expressed as a number of band D equivalents, adjusted for an estimated number of discounts, exemptions and appeals plus an allowance for non-collection. A reduction of 1% is included in the tax base calculation to allow for anticipated levels of non-collection.
- 1.13. Processes to collect Council Tax locally continue to be effective and the Revenues and Customer Services Team recently won the Innovation Award for their collaborative work from the Institute of Revenues, Rating and Valuations. Collection rates of 99% continue to be achieved over two years.



Changes to Council Tax discounts, specifically the introduction and subsequent amendments to the CTS scheme are being managed and the forecast level of non-collection at Cheshire East has therefore been reduced from 1.25% to 1% for 2017/18.

- 1.14. The tax base has been calculated in accordance with the Council's policy to offer no reduction for empty properties. However discretionary reductions will continue to be allowed, for landlords, under Section 13A of the Local Government Finance Act 1992 for periods of up to eight weeks between tenancies. This is no change from 2016/17.
- 1.15. Analysis of recent trends in new homes, and homes being brought back into use, suggest an increase of around 3,000 homes is likely between the setting of the 2015/16 taxbase and the end of 2017/18. The impact of this growth, which is affected by when properties may be available for occupation and the appropriate council tax banding, is factored into the tax base calculation.
- 1.16. The tax base also reflects assumptions around CTS payments. The Cheshire East CTS scheme was introduced in 2013/14 and subsequently amended following consultation for 2016/17. The history of the scheme including budgets available compared to actual payments made is shown in **Table 1** below.

**Table 1 – Council Tax Support Budget since the introduction of the Scheme**

Taxbase Year	CTS Payments £m	Risk Allowance £m	Resulting CTS Budget £m
2013/14 (original scheme)	18.2	0.7	18.9
2014/15	17.7	1.4	19.1
2015/16	17.7	0.9	18.6
2016/17 (revised scheme)	15.7	1.9	16.7
2017/18	15.0	1.2	16.2

- 1.17. Low unemployment rates, compared to national averages, have contributed to a further reduction in the required CTS budget for 2017/18 of £0.5m.
- 1.18. This level of budget will still allow a risk factor of £1.2m to remain within the scheme. The ongoing level of risk reflects a number of possible influences on the scheme such as:
  - Challenges over the medium term economic position.
  - The risk of a major employer leaving the area.
  - The risk of delay in the significant development projects delaying employment opportunities.

- The prospect of a greater number of residents becoming of pensionable age and potentially becoming eligible for CTS.
- The risk of increased non-collection due to the increasing demand on non-protected residents.

1.19. No changes are proposed to the Council Tax Support Scheme for 2017/18 other than to amend the allowances used within the calculation to mirror those used within the calculation of Housing Benefit.

## **6.0 Wards Affected and Local Ward Members**

1.20. All

## **7.0 Implications of Recommendations**

### **1.21. Policy Implications**

1.21.1. None.

### **1.22. Legal Implications**

1.22.1. In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended and Chapter 4 of the Council's Constitution, the calculation of the Council Tax Base is a matter for full Council following a recommendation by Cabinet.

### **1.23. Financial Implications**

1.23.1. The calculation of the tax base provides an estimate that contributes to the calculation of overall funding for Cheshire East Council in each financial year.

### **1.24. Equality Implications**

1.24.1. None.

### **1.25. Rural Community Implications**

1.25.1. This report provides details of taxbase implications across the borough.

### **1.26. Human Resource Implications**

1.26.1. None.

**1.27. Public Health Implications**

1.27.1. None.

**1.28. Other Implications (please specify)**

1.28.1. None.

**8.0 Risk Management**

1.29. Consideration and recommendation of the Tax Base for 2017/18 to Council ensures that the statutory requirement to set the taxbase is met.

1.30. Estimates contained within the Council Tax Base calculation, such as the loss on collection and caseload for Council Tax Support, will be monitored throughout the year. Any significant variation will be reflected in a surplus or deficit being declared in the Collection Fund which is then shared amongst the major precepting authorities.

**9.0 Contact Information**

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

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## COUNCIL TAX - TAXBASE 2017/18

CHESHIRE EAST	BAND D EQUIVALENTS	TAX BASE 99.00%
Acton	124.79	123.54
Adlington	595.17	589.21
Agden	71.57	70.85
Alderley Edge	2,714.14	2,687.00
Alraham	191.61	189.69
Alsager	4,460.20	4,415.60
Arclid	116.91	115.74
Ashley	160.78	159.17
Aston by Budworth	179.38	177.58
Aston-juxta-Mondrum	92.78	91.85
Audlem	907.50	898.43
Austerson	48.96	48.47
Baddiley	136.37	135.01
Baddington	65.53	64.88
Barthomley	99.71	98.72
Basford	93.64	92.70
Batherton	23.30	23.06
Betchton	275.30	272.55
Bickerton	123.78	122.54
Blakenhall	72.22	71.50
Bollington	3,054.23	3,023.69
Bosley	203.91	201.87
Bradwall	85.99	85.13
Brereton	617.23	611.06
Bridgemere	66.45	65.78
Brindley	69.52	68.82
Broomhall	94.12	93.18
Buerton	221.99	219.77
Bulkeley	128.04	126.76
Bunbury	639.93	633.54
Burland	296.14	293.17
Calveley	135.53	134.18
Checkley-cum-Wrinehill	45.86	45.40
Chelford	627.12	620.84
Cholmondeley	85.41	84.55
Cholmondeston	92.62	91.70
Chorley	266.34	263.68
Chorley (Crewe)	57.57	56.99
Chorlton	514.17	509.03
Church Lawton	858.66	850.07
Church Minshull	211.88	209.76
Congleton	9,841.11	9,742.70
Coole Pilate	35.95	35.59
Crange	653.56	647.02
Crewe	13,685.08	13,548.23
Crewe Green	99.16	98.17
Disley	2,039.37	2,018.98
Dodcott-cum-Wilkesley	214.96	212.81
Doddington	17.24	17.07
Eaton	223.40	221.16
Edleston	146.43	144.97
Egerton	39.40	39.00
Faddiley	76.80	76.03
Gawsworth	826.44	818.17
Goostrey	1,061.91	1,051.29
Great Warford	457.02	452.45
Handforth	2,273.35	2,250.61
Hankelow	145.90	144.44
Haslington	2,431.34	2,407.02
Hassall	111.98	110.86
Hatherton	178.91	177.13
Haughton	101.61	100.59
Henbury	348.81	345.32
Henhull	26.48	26.21
High Legh	910.19	901.08
Higher Hurdsfield	327.26	323.99
Holmes Chapel	2,568.32	2,542.64
Hough	337.45	334.08
Hulme Walfield & Somerford Booths	163.45	161.81
Hunsterson	80.24	79.44
Hurleston	37.57	37.20

## COUNCIL TAX - TAXBASE 2017/18

CHESHIRE EAST	BAND D EQUIVALENTS	TAX BASE 99.00%
Kettleshulme	167.22	165.55
Knutsford	5,796.75	5,738.78
Lea	23.28	23.05
Leighton	1,726.65	1,709.38
Little Bollington	87.67	86.80
Little Warford	38.51	38.13
Lower Peover	71.29	70.58
Lower Withington	308.39	305.31
Lyme Handley	74.10	73.36
Macclesfield	18,195.66	18,013.74
Macclesfield Forest/Wildboardclough	109.46	108.37
Marbury-cum-Quoisley	126.16	124.90
Marton	114.13	112.99
Mere	446.06	441.59
Middlewich	4,809.71	4,761.61
Millington	100.95	99.94
Minshull Vernon	117.42	116.25
Mobberley	1,452.84	1,438.32
Moston	237.57	235.19
Mottram St Andrew	402.02	398.00
Nantwich	5,343.83	5,290.39
Nether Alderley	376.61	372.84
Newbold Astbury-cum-Moreton	358.01	354.43
Newhall	412.38	408.25
Norbury	103.78	102.75
North Rode	122.33	121.10
Odd Rode	1,985.28	1,965.43
Ollerton with Marthall	311.58	308.46
Over Alderley	217.95	215.77
Peckforton	72.83	72.11
Peover Superior	411.05	406.94
Pickmere	379.38	375.58
Plumley with Toft and Bexton	402.45	398.42
Poole	73.94	73.20
Pott Shrigley	146.74	145.27
Poynton with Worth	5,848.72	5,790.24
Prestbury	2,164.72	2,143.07
Rainow	610.64	604.54
Ridley	64.93	64.28
Rope	833.85	825.51
Rostherne	80.60	79.79
Sandbach	7,264.41	7,191.77
Shavington-cum-Gresty	1,775.00	1,757.25
Siddington	185.88	184.02
Smallwood	325.00	321.75
Snelson	83.45	82.61
Somerford	302.26	299.24
Sound	105.19	104.14
Spurstow	193.16	191.23
Stapeley	1,553.27	1,537.74
Stoke	112.96	111.83
Styal	370.49	366.79
Sutton	1,146.69	1,135.23
Swettenham	177.76	175.98
Tabley	214.22	212.07
Tatton	10.08	9.98
Twemlow	111.60	110.48
Walgherton	74.38	73.64
Wardle	51.70	51.18
Warmingham	119.97	118.77
Weston	941.91	932.49
Wettenhall	118.19	117.01
Willaston	1,335.67	1,322.32
Wilmslow	11,383.99	11,270.15
Windle	94.02	93.08
Wirswall	43.60	43.16
Wistaston	3,021.68	2,991.46
Woolstanwood	246.19	243.72
Worleston	120.88	119.68
Wrenbury	454.03	449.49
Wybunbury	605.98	599.92
	<b>145,658.09</b>	<b>144,201.51</b>

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# CHESHIRE EAST COUNCIL

## Cabinet

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**Date of Meeting:** 6<sup>th</sup> December 2016  
**Report of:** Chief Operating Officer  
**Subject/Title:** Non-Domestic Rates Taxbase 2017/18  
**Portfolio Holder:** Councillor Peter Groves

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### 1.0. Report Summary

- 1.1. Cheshire East Council is responsible for delivering more than 500 local public services across an area of over 1,100km<sup>2</sup> for over 370,000 residents. The budget to deliver these services in the period April 2016 to March 2017 is around £730m, which is raised from a combination of local taxes (business rates and council tax), national taxes (in the form of Government Grants) and payments direct from service users.
- 1.2. Cheshire East Council collects c.£135m in Business Rates from over 13,500 business premises and this funding is distributed between central government (70%\*), Cheshire East Council (29%\*) and Cheshire Fire Authority (1%). The amount of business rates collected in Cheshire East per head is higher than the North West average and the number of VAT registered businesses is as high as the number in central Manchester at over 18,000.
- 1.3. This report is the first time the Council has provided a Non-Domestic Rate Tax base report, and members are being asked to note the process and estimates being used. The purpose of the report is to raise awareness of the increasing importance of Business Rates in local government and improve overall understanding of how changes in business rates affect the Council's finances and improve medium term forecasting.
- 1.4. Cheshire East Council is reporting a Non Domestic Rates taxbase in rateable value (RV) terms of £353.4m for 2017/18. This includes increases following the national revaluation of all Non Domestic properties and economic growth and forecast future growth in the local area. This is an increase of £10.7m (3.1%) on the RV level as at January 2016. The net yield is estimated to be c.£135.2m after the deductions of exemptions, discounts, losses in collection and provisions for appeal losses. Collection rates continue to hold at 99% over a two year period which is high against national comparisons.
- 1.5. The overall financial health, performance, resilience and value for money at Cheshire East Council is strong, according to external assessments, despite freezing Council Tax for five out of six consecutive years. The 2015/16 accounts were signed off by the Council's external auditors, without qualification, and savings are consistently achieved through efficiency, removing duplication of effort, making reductions in management costs, and planned programmes of asset disposals. The approach continues to protect funding provided to front line services.

\*includes the payment of the fixed rate tariff due as part of the Business Rates Retention Scheme

## 2.0 Recommendation

1.6. That Cabinet considers the information given in this report and notes that:

1.6.1. The non domestic rates estimates and calculations for 2017/18 will be calculated in accordance with the regulations as follows:

	2017/18	£m
	Projected NDR net income	135.2
Less	Payable to DCLG (50% share)	-67.6
Less	Payable to Fire Authority (1% share)	-1.4
	<b>Cheshire East Council proportionate share</b>	<b>66.2</b>
Less	<i>Fixed Tariff payable to DCLG</i>	-29.7
Add	<i>S31 compensation grants</i>	4.5
	<b>Cheshire East Council Retained share</b>	<b>41.0</b>

1.6.2. That the Chief Finance Officer in consultation with the Portfolio Holder for Finance and Assets will finalise these estimates based on the latest data for submission to the Department for Communities and Local Government (DCLG) in January 2017.

## 3.0 Other Options Considered

1.7. None.

## 4.0 Reason for Recommendation

1.8. In line with the setting of the Domestic Tax base, which is in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 where Cheshire East Council is required to agree its tax base before 31<sup>st</sup> January 2017, this report sets out the calculation of the Non Domestic rates taxbase for noting purposes only.

## 5.0 Background/Chronology

### Background

1.9. The Local Government Finance Act 2012 gave local authorities the power to retain a proportion of funds obtained from business rates in their area.

1.10. The introduction of the Business Rates Retention Scheme in April 2013 allowed local authorities to retain a share of the income they collect from business rates as funding to meet the cost of service provision. Before this date, all business rates collected in England were paid to central Government from the billing authorities, and a proportion was then paid back to each authority as Formula Grant.

1.11. The scheme provides for non-domestic rates collected by a billing authority to be shared between itself, its major precepting authorities and central government in the following shares:

- Central Government – 50%
- Cheshire East Council – 49%



- Cheshire Fire Authority – 1%

- 1.12. The statutory framework requires a billing authority, before the beginning of the financial year, to forecast the amount of business rates that it will collect during the course of the year and, from this, to make a number of allowable deductions in order to arrive at a figure for its non-domestic rating income.
- 1.13. There is no change to the way business rates are calculated; these continue to be set nationally. In the budget announcement in March 2016 the Government announced changes to Small Business Rate Relief (SBRR) from 2017-18. Relief will permanently doubled from 50% to 100% and the thresholds for relief will increase from 6,000 and 12,000 to 12000 and 15000 respectively. This means that eligible ratepayers whose RV is below 12,000 will receive 100% relief and those with RV's between 12,000 and below 15,000 will receive tapered relief. Following the new rating list the Government will set new thresholds for Rural Settlement Relief and deminimus empty relief, new legislation will be laid for the 2017 transition scheme.
- 1.14. Any difference between forecast amounts and final outturns will result in a surplus, or deficit on the billing authority's Collection Fund. Any such surplus or deficit is shared between the parties in the same proportionate shares as set out above.
- 1.15. The retained business rates for Cheshire East are then reduced by a Tariff and a Levy on business rates growth (if applicable). The tariff payment is made to central Government in order to fund other authorities where their business rates are disproportionately low compared to their need. For 2017/18, the tariff payment estimated to be payable by Cheshire East Council is £29.7m.
- 1.16. Cheshire East Council continues to be in a pooling arrangement with the Greater Manchester (GM) Authorities (also includes Cheshire West and Chester from 2016/17) for the purposes of Business Rates Retention. The purpose of the pool is to maximise the retention of locally generated business rates to further support the economic regeneration of GM and Cheshire Councils. As a pool the members will be entitled to retain the levy charge on growth that would normally be paid over to Central Government. Cheshire East will retain 50% of this levy charge locally before paying the remainder over to the pool.
- 1.17. The Cheshire and GM Pool are also taking part in a pilot scheme where the pool is now able to retain locally the 50% of "additional growth" in business rates which in the usual Business Rates Retention Scheme would be paid directly to DCLG. Income from this pilot is currently being held within the pool with distribution yet to be decided.

### Setting the Business Rates Baseline

- 1.18. Officers from the Revenues, Finance, Regeneration and Planning teams work together to ascertain potential impacts of the business rates retention scheme as well as aiming to predict the likely economic and rateable value growth for the coming financial year. Current and historic data is being used to forecast changes in rateable value due to growth, decline and appeals.

- 1.19. The Council has information available from several sources to judge likely levels of economic growth including:
- Information from the business engagement team
  - Data from the Council's planning system
  - Data from the team working to generate capital receipts.
  - Data from the Revenues collection service in terms of appeals and expected growth.
  - Data from the Valuation Office Agency
  - Strategy Finance knowledge of the BRRS calculations
- 1.20. During 2016/17 work has been underway to monitor the growth predictions that were noted in Annex 6 of the [Medium Term Financial Strategy 2016-19](#). This has given a solid methodology for the calculation of new potential growth for 2017/18.
- 1.21. **Annex 1** sets out the profile of the current business rates taxbase made up by each type of business. This is shown alongside the profile as at January 2016 (used to set the taxbase for 2016/17). Growth and/or decline in each sector are as a result of actual business additions or changes, or as a result of the national revaluation in September 2016. The increase in RV for this period is £6.4m
- 1.22. Cheshire East Council's estimated business rate income for 2017/18 has been calculated as follows –
- The total gross business rate yield which is the rateable value of properties within Cheshire East, multiplied by the non-domestic rating multiplier (estimated for 2017/18).
  - Deductions are then made for estimated mandatory and discretionary reliefs and exemptions, based on local intelligence and past trends.
  - Deductions are also made for estimated losses in collection, based on historical trends and local intelligence and to meet the cost of collection as prescribed by Government.
  - Deductions are made for the estimated impact of changes to rateable values through new notified appeals.
  - An adjustment is also made to reflect local intelligence on the estimated impact of anticipated future changes to business activity in the year. This could be demolitions or change to current business in the taxbase or anticipated new growth into the area.
- 1.23. **Annex 2** sets out the summary calculation resulting in a final estimated net rates value of £135.2m for 2017/18. Cheshire East's share of this revenue stream after the fixed rate tariff payment (£29.7m) and S31 compensation grants (£4.5m) is **£41.0m**. This is an increase in net rates of £1.7m (4.3%) on the 2016/17 retained rates level.

## 6.0 Wards Affected and Local Ward Members

- 1.24. All

## **7.0 Implications of Recommendations**

### **1.25. Policy Implications**

1.25.1. None.

### **1.26. Legal Implications**

1.26.1. None.

### **1.27. Financial Implications**

1.27.1. The calculation of the tax base is a professional judgement which provides an estimate that contributes to the calculation of overall funding for Cheshire East Council in each financial year.

1.27.2. The Council works with the Valuation Office Agency to ensure non-domestic properties are correctly rated, so that ratepayers are billed correctly and that financial forecasts are reasonable. Changes in the number of businesses, (although not all VAT registered businesses will occupy separately rated premises), and the fact that all premises may be subject to business rate discounts, exemptions or appeals against rates payable are factors that could affect the estimated tax base.

### **1.28. Equality Implications**

1.28.1. None.

### **1.29. Rural Community Implications**

1.29.1. This report provides details of taxbase implications across the borough.

### **1.30. Human Resource Implications**

1.30.1. None.

### **1.31. Public Health Implications**

1.31.1. None.

### **1.32. Other Implications (please specify)**

1.32.1. None.

## **8.0 Risk Management**

1.33. Consideration and recommendation of the Non Domestic Tax Base for 2017/18 to Council ensures that the statutory requirement to set the taxbase is met.

1.34. There are a number of significant risks associated with the business rate retention scheme, such as:

- Reduction in collectable business rate income due to an unpredictable increase in exemptions and reliefs due to different property usage and successful business rate appeals. The risk of a reduction in business rate income remains with the local authority, each authority can lose up to 7.5% of their baseline Funding level (c.£10m for Cheshire East), before a safety net compensation payment applies.
- Future business rate baseline resets which will assume the growth achieved to date within a revised funding baseline.
- An increase in the cost of successful appeals above the estimated levels.
- A decrease in the level of collected business rates due to uncollectable debt as a result of potential worsening economic conditions.

### 9.0 Contact Information

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

<b>Name:</b>	Peter Bates
<b>Designation:</b>	Chief Operating Officer
<b>Tel No:</b>	01270 686013
<b>Email:</b>	<a href="mailto:peter.bates@cheshireeast.gov.uk">peter.bates@cheshireeast.gov.uk</a>

Business Type		Business Numbers	Rateable Value	Business Numbers	Rateable Value	Change
		(Jan 2016)	(Jan 2016)	(Sept 2016)	(Sept 2016)	
		Number	£m	Number	£m	£m
Commercial	Advertising Rights and Stations	61	0.07	60	0.08	0.01
	Camping Sites, Holiday Centres etc	22	0.11	22	0.14	0.03
	Petrol Filling Stations, Garages etc	302	9.49	301	10.51	1.01
	Hotels, Boarding Houses etc	129	6.48	131	7.16	0.69
	Licensed Properties	505	12.55	498	14.91	2.36
	Markets	11	0.27	11	0.40	0.13
	Offices	3,085	54.96	3285	55.95	0.99
	Car Parks and Parking Spaces	318	2.64	408	3.31	0.67
	Restaurants, Cafes etc	204	4.90	208	5.20	0.31
	Shops, Banks, Post Offices etc	3,462	89.25	3469	86.22	-3.03
	Warehouses, Stores etc	1,344	46.00	1365	44.83	-1.17
	Other Commercial	375	8.72	400	9.04	0.31
<b>TOTAL Commercial</b>		<b>9,818</b>	<b>235.44</b>	<b>10,158</b>	<b>237.76</b>	<b>2.32</b>
Educational , Training and Cultural	Local Authority Schools and Colleges	156	12.17	156	13.44	1.27
	Museums, Libraries etc	29	0.72	30	1.14	0.42
	Day Nurseries	123	1.81	124	2.61	0.80
	Private Schools and Colleges	24	1.58	24	1.90	0.32
	Universities	2	0.70	2	0.99	0.29
	Other Educational and Cultural	10	1.52	10	1.57	0.04
<b>TOTAL Educational, Training and Cultural</b>		<b>344</b>	<b>18.51</b>	<b>346</b>	<b>21.66</b>	<b>3.15</b>
Formula Assessed Public Utilities	Docks and Harbours	0	0.00	0	0.00	0.00
	Electricity	4	0.57	8	0.34	-0.23
<b>TOTAL Formula Assessed Public Utilities</b>		<b>4</b>	<b>0.57</b>	<b>8</b>	<b>0.34</b>	<b>-0.23</b>
Industrial	Factories, Workshops etc	1,718	51.09	1743	50.77	-0.33
	Mineral	22	1.97	21	1.59	-0.38
	Other Industrial Mineral	19	0.82	19	0.69	-0.13
	Other Industrial	21	0.97	28	1.45	0.49
	<b>TOTAL Industrial</b>	<b>1780</b>	<b>54.85</b>	<b>1811</b>	<b>54.49</b>	<b>-0.35</b>
Leisure	Clubs, Community Centres etc	181	4.55	179	4.78	0.24
	Beach Huts	0	0.00	0	0.00	0.00
	Indoor Sports Facilities	7	0.75	6	0.72	-0.03
	Sports Grounds etc	97	2.02	99	2.16	0.14
	Theatres, Cinemas etc	13	0.38	13	0.41	0.03
	Other Leisure	299	1.81	318	2.66	0.85
	<b>TOTAL Leisure</b>	<b>597</b>	<b>9.51</b>	<b>615</b>	<b>10.74</b>	<b>1.22</b>
Miscellaneous	Cemetery and premises	15	0.16	15	0.22	0.05
	Private Hospitals, Clinics etc	176	5.74	174	7.65	1.91
	Local Government Offices	9	0.80	8	0.71	-0.09
	Police Stations, Courts, Prisons	15	1.23	15	1.34	0.11
	Residential Homes, Hostels etc	14	0.28	11	0.20	-0.08
	Fire and Ambulance Stations	21	0.39	21	0.54	0.15
	Communications Stations, Public Telephones	366	2.61	363	2.90	0.29
	Other Misc (Communications)	1	0.20	1	1.20	1.00
	Other Misc	38	8.81	95	6.12	-2.69
<b>TOTAL Miscellaneous</b>		<b>655</b>	<b>20.23</b>	<b>703</b>	<b>20.88</b>	<b>0.66</b>
Non Formula Assessed Public Utilities	Transport	12	0.22	12	0.22	0.00
	Water	45	3.19	45	2.77	-0.42
	Other Non Formula	29	0.00	36	0.02	0.01
<b>TOTAL Non Formula Assessed</b>		<b>86</b>	<b>3.42</b>	<b>93</b>	<b>3.01</b>	<b>-0.41</b>
Treasury (Crown)	Forces Careers Offices Auxiliary Defence (TA)	1	0.01	1	0.01	0.00
	Royal Palaces, Other Crown	13	0.15	13	0.14	-0.01
	<b>TOTAL Treasury (Crown)</b>	<b>14</b>	<b>0.17</b>	<b>14</b>	<b>0.16</b>	<b>-0.01</b>
<b>TOTAL RATING LIST</b>		<b>13,298</b>	<b>342.69</b>	<b>13,748</b>	<b>349.04</b>	<b>6.35</b>

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\*includes the payment of the fixed rate tariff due as part of the Business Rates Retention Scheme

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<b>Projected Business Rates Income 2017/18</b>	<b>%</b>	<b>£m</b>
Gross Rateable Value (January 2016)		342.7
Estimated Growth in RV to March 2017		10.7
Estimated Rateable Value for 2017/18		353.4
Assumed Small Business Rates Multiplier 2017/18	0.467	
<b>Estimated Gross Yield</b>		<b>165.0</b>
Projected Reliefs/Discounts:		
Small Business Rate Relief		-14.0
Empty Property		-5.0
Mandatory Relief		-5.0
Discretionary Relief		0.3
<b>Total Deductions</b>		<b>-23.7</b>
Less Cost of Collection		-0.6
<b>Estimated Net Rates before Accounting Adjustments</b>		<b>140.7</b>
Losses in collection (non exceptional items)		-1.5
Additional Provision for Appeals		-4.0
<b>Net Rates Payable</b>		<b>135.2</b>
Proportionate Shares:		
Central Government	0.50	67.6
Cheshire East Council	0.49	66.2
Cheshire Fire Authority	0.01	1.4
Cheshire East Retained Rates -		
Fixed Rate Tariff to DCLG		-29.7
Section 31 compensation grants*		4.5
<b>Total Retained for 2017/18 to take to General Fund</b>		<b>41.0</b>

\* to compensate for additional business rate discount measures introduced by DCLG since the inception of the BRRS scheme in April 2013

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# Cheshire East Council

## Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Frank Jordon, Executive Director - Place
<b>Subject/Title:</b>	Bentley Development Framework and Masterplan
<b>Portfolio Holder:</b>	Cllr Don Stockton, Portfolio Holder for Regeneration

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### 1. Report Summary

- 1.1 Bentley Motors is an iconic and internationally recognised British brand that has been based at its headquarters at Pyms Lane in Crewe for more than 70 years. Employing more than 3,600 people, the site is also Crewe's largest single employer, making it a central feature of both the local and sub-regional economy. The site also accounts for over £1bn of UK exports each year.
- 1.2 A draft Development Framework and Masterplan has been developed by Bentley Motors which seeks to set out their long term aspirations, and how they may be achieved in spatial terms. This long term vision has been developed to "create an internal campus where manufacturing, design, research and development, and engineering operations are fully integrated within a single site with seamless connectivity that enables the efficient flow of people, goods and services."
- 1.3 Managed by The Skills and Growth Company and with input from across the Council, the Masterplan seeks to set out the important design, development and planning policy considerations which will be used in the determination of future planning applications relating to the Bentley Motors site.
- 1.4 This report seeks endorsement of the Framework and Masterplan as a consultation document, to be subjected to a period of public consultation and review. Following a period of public consultation, it is intended that the document be reviewed and returned to Cabinet for final approval.

### 2. Recommendations

Cabinet is recommended to:

- 2.1 Approve the attached Development Framework and Masterplan (Appendix 1) for the purposes of consultation with the public in accordance with the draft Statement of Public Consultation set out at Appendix 2.

- 2.2 Note that a report on the outcomes will be reported once completed.
- 2.3 Note the proposed consultation activities contained within the draft Statement of Consultation contained in Appendix 2.
- 2.4 Agree to delegate the approval of the consultation questionnaire to the Portfolio Holder for Regeneration, Don Stockton.

**3. Other Options Considered**

- 3.1 The following options have been considered as alternatives to that recommendation:

<b>Option</b>	<b>Reason for Discounting</b>
No Development Framework and Masterplan	Under this scenario it is likely that Bentley Motors will continue to develop the site but in an ad-hoc and piecemeal fashion. It is likely that this would make it harder to attract future investment by the company with a subsequent impact on the local economy.
Bentley develops masterplan for site in isolation from the Council	This option would not be undertaken in consultation with the Council which could result in the Council’s requirements, as the Local Planning Authority, not being incorporated which may lead to future delays in considering planning applications relating to the site. This in turn could impact negatively on investment decisions relating to the site.

**4. Reasons for Recommendation**

- 4.1 Bentley’s operation at the Pyms Lane site in Crewe is of paramount importance to the local, regional and national economies.
- 4.2 The Development Framework and Masterplan ensures consideration in relation to local and national planning policy, appropriate standards and requirements for any future development can be clearly set out to guide any future planning applications.
- 4.3 The articulation of these standards and their use in development management considerations will reduce the time and uncertainty associated with any future planning applications, therefore, facilitating future investment in the site.

**5. Background/Chronology**

- 5.1 The Pyms Lane site is home to all of Bentley’s life cycle of operations including design, research and development, engineering, and production, and has benefitted from significant investment by the company in recent years. The company’s announcement in 2013, which confirmed that the world’s first ultra-luxury SUV would be developed at the site, secured an investment of more than £800m in Crewe.
- 5.2 In addition to investment in the site itself, Bentley has also supported the creation of the Crewe Engineering and Design University Technical College (UTC), and its provision of apprenticeship opportunities to the local community. Alongside these direct benefits, the nature of Bentley’s production

and logistics approach means that more than 80 suppliers are located within a 50mile radius of the site, with subsequent benefits to local employers and suppliers the Borough and neighbouring areas.

5.3 The draft Development Framework and Masterplan seeks to demonstrate how Bentley Motors long term aspirations could align with the regeneration ambitions for Crewe in light of the opportunity afforded by HS2.

5.4 The document seeks to set out the important design, development and planning policy considerations which will be used in the determination of future planning applications relating to the Bentley Motors site. Considerations are set out with regard to areas such as:

- Accessibility
- Highways
- Design Standards
- Environmental Sustainability
- Landscape and Visual Impact

5.5 Key considerations are:

5.5.1 The Masterplan provides a clear demarcation of Bentley Motors aspirations within a developing part of Crewe. By providing a clear potential future site boundary, the Masterplan gives increased clarity between the aspirations for Leighton Green development site to the north, and Bentley's future growth ambitions. Most of the land identified within the campus is owned by Cheshire East Council and would be subject to detailed negotiations going forward.

5.5.2 The Masterplan document sets out proposed changes to the Highways network including road closures that would be necessary by the anticipated proposals. This would likely be subject to an application through the Town & Country Planning Act on the back of future Bentley proposals. The proposed closures of parts of Pyms Lane and Sunnybank Road are critical to the creation of the Bentley Campus and to facilitate future increases in production. Detailed highways modelling of these potential closures has been undertaken, and has identified that short-term mitigation is required to strengthen the local network. It is intended that future network development, linked to the regeneration in Crewe, will provide for the longer term requirements of the area.

5.5.2 The Pyms Lane Household Waste Recycling Centre is identified within the proposed campus. There are no plans to close this facility and any future change to it would have to be consistent with the household waste and recycling requirements of Crewe, and would require a future approval.

5.6 As Bentley is a major employment site within the Borough, the site's future is likely to be of significant interest to the local community both in the surrounding area and more widely. It is important to ensure that views of local people and indeed statutory and other key technical consultees are sought and views taken into account before the document is progressed to be used in determining planning applications. It is proposed that a draft Framework and

Masterplan be presented for public consultation over a minimum of 6 weeks which will commence following Cabinet on the 6<sup>th</sup> December 2016.

- 5.7 As set out in the draft Statement of Consultation contained in Appendix 2, the document will be made available in a range of formats in public buildings and online, and will be advertised in the press in line with the Council’s Statement of Community Involvement.
- 5.8 Following the consultation, the Framework will be reviewed by officers in light of the representations received and will be re-submitted to Cabinet for final approval for Development Management purposes in Spring 2017. The following indicative timeline is proposed:

Cabinet approval to commence public consultation	6 <sup>th</sup> December 2016
Public consultation period	January 2017 – February 2017
Final Cabinet approval of Framework and Masterplan	Spring 2017, subject to outcome of consultation.

**6. Wards Affected and Local Ward Members**

6.1 The site is located within Crewe St Barnabas Ward (Cllr Damian Bailey)

**7. Implications of Recommendation**

**7.1 Policy implications**

7.1.1 The Framework is fully aligned with the submission draft of the Local Plan Strategy, as well as the NPPF and retained Crewe and Nantwich Borough Plan as appropriate. The Framework is also cognisant of the ambitions set out in the Government’s Strategy for the automotive industry, ‘Driving Success – A Strategy for Growth and Sustainability in the UK Automotive Sector’ (2013).

7.1.2 The Framework is also complementary to the following corporate policies:

- The Council’s Three Year Plan
  - Outcome 2: *Cheshire East has a strong and resilient economy*
  - Priority 1: *Local Economic Development*
  - Change Project 1.3 *Investment to support business growth.*
- Ambition for All: Sustainable Communities Strategy 2010-2025:
  - Priority 2 - Create conditions for business growth
  - Harness emerging growth opportunities;
  - Create a climate attractive to business investment.

In delivery of the Masterplan we will work to maximise opportunities to meet Priority 5 - Ensure a sustainable future, though sustainable transport access and enhancement of open space.

**7.2 Legal Implications**

7.2.1 There are no immediate legal implications arising from Cabinet approving the recommendations as set out in paragraph 2 of this report. However, the Council needs to be mindful of its duty to consult and the following basic principles must be adhered to when consulting:

- a. Consultation must be undertaken at a time when proposals are still at a formative stage
- b. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response
- c. Adequate time must be given for this purpose
- d. The product of consultation must be conscientiously taken into account when the ultimate decision is taken.

**7.3 Financial Implications**

7.3.1 As the delivery of the Masterplan progresses, there will be financial implications related to Cheshire East assets within the proposed campus. These will be subject to separate future negotiations and approvals.

**7.4 Equality Implications**

7.4.1 The recommendations do not have any direct equality implications.

**7.5 Rural Community Implications**

7.5.1 The recommendations do not have any unique implications for rural communities.

**7.6 Human Resources Implications**

7.6.1 The recommendations do not have any direct human resources implications.

**7.7 Public Health Implications**

6.1.1. The recommendations do not have any direct public health implications.

**7.8 Implications for Children and Young People**

7.8.2. The recommendations do not have any direct implications on children and young people.

**7.9 Other Implications (Please Specify)**

6.1.2. There are unlikely to be any other implications other than those identified above.

## 8 Risk Management

The following risks have been identified:

Risk	Mitigation
Changes to the highway network that form part of the Masterplan could cause disruption to the network and to local residents.	Highways modelling has been undertaken to ensure the correct level of mitigation is put in place before any significant changes to the network are put in place.
Significant future development in this area of Crewe will add strain to the highway network	A package of highways improvement works has been put forward to build resilience in the network; this includes two new highways routes to support development and growth in north west Crewe.
Lack of coordination with the other key development sites in Crewe	The Project Board overseeing delivery of the Masterplan includes stakeholders from Spatial Planning and the Council's Development Co. Engine of the North – this will ensure a coordinated approach to delivery of the Masterplan.
Conflict between Household Waste site and ambition for western gateway to the Bentley campus.	The Council will work with Bentley Motors to reduce the impact of the site on the ambitions for the campus.

## 9 Access to Information/Bibliography

Further information can be found at the following sources:

- Appendix 1 – Bentley Draft Development Framework and Masterplan (Consultation Draft)
- Appendix 2 – Draft Statement of Community Involvement

## 10 Contact Information

Contact details for this report are as follows:-

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# BENTLEY MOTORS DRAFT DEVELOPMENT FRAMEWORK AND MASTERPLAN





1. INTRODUCTION ..... 2

2. BENTLEY MOTORS ..... 6

3. STRATEGIC CONTEXT ..... 8

4. BENTLEY AT CREWE ..... 10

5. PLANNING POLICY CONTEXT ..... 14

6. DEVELOPMENT PRINCIPLES ..... 19

7. CREATING A LONG TERM HOME FOR BENTLEY ..... 20

8. THE MASTERPLAN ..... 24

9. CONCLUSIONS ..... 28

10. NEXT STEPS ..... 29

APPENDIX A - PLANNING DOCUMENTATION



## 1. INTRODUCTION

**Bentley Motors is an iconic and internationally recognised British brand that has been based at its headquarters in Crewe for more than 70 years. Bentley's headquarters is an advanced manufacturing site that is home to Bentley's life cycle of operations including design, research and development, engineering and production.**

**The Crewe site employs more than 4,000 people and is Crewe's largest single employer; representing a significant driver of the wider North West economy and leader in UK luxury car manufacturing. It is now critical that Bentley is able to develop its Crewe site to create a headquarters that can maintain a global competitive edge, realise Bentley's vision to design and build new model lines and meet the needs of a modern integrated advanced manufacturing business.**

### THE BENTLEY MOTORS DEVELOPMENT FRAMEWORK AND MASTERPLAN

This Development Framework and Masterplan has been prepared to provide a framework which will underpin the development and support a vision for the future growth of Bentley in Crewe. It has full regard to adopted and emerging local planning policies, national planning policy and the surrounding site context. In summary, this document:

1. Presents a vision for the future development of Bentley's Crewe site, and sets out the context that will underpin this growth;
2. Sets out the important design and development considerations, planning policy and processes for the determination of future planning applications at Bentley;
3. Provides the rationale and drivers for the growth of Bentley's Crewe site; and
4. Provides a Masterplan which articulates the expansion of the Bentley's Crewe site into the future.

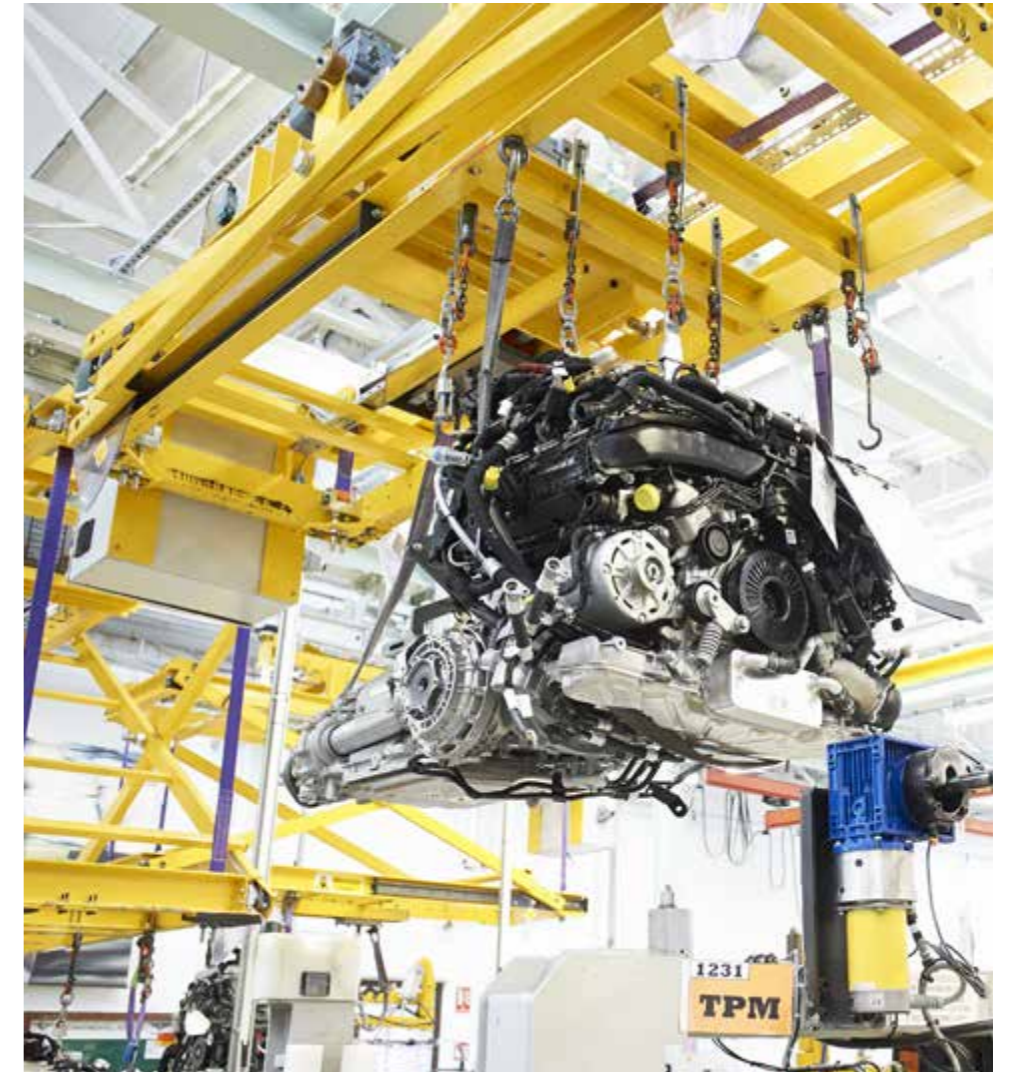
### BENTLEY IN CREWE

Bentley began car production in Crewe in 1946 and the site remains at the heart of Bentley's global business. Since Bentley's acquisition by the Volkswagen Group in 1998, investment in Bentley's Crewe site has seen the number of employees in Crewe rise from 1,500 in 1998 to more than 4,000 today.

In 2013, Bentley announced that it would proceed with the development of the world's first ultra-luxury Sports Utility Vehicle ("SUV") at its Crewe site, the company's fourth model line. The SUV created around 1,000 jobs across the UK and secured an investment of more than £800 million at the Crewe Headquarters.

As part of this business growth, Bentley is investing a further £40 million into its Crewe site as part of a phased expansion that will see the development of a new Engineering Technical Centre, Design Building and Business Building adjacent to its manufacturing operation. These new facilities could house 1,300 Bentley engineers and be integral in bringing future product to the market.

Bentley's investment demonstrates its ongoing commitment to Crewe, the region and the UK manufacturing sector. It is now imperative that the Crewe site has the scope to be adapted and extended in order to maintain Bentley's success and secure jobs and inward investment into Crewe for the long term.



Bentley Car Production



Proposed Bentley Campus (Source: Google Maps)

**DRIVERS FOR CHANGE**

The Bentley site in Crewe has developed organically for the last 70 years. Due to recent growth and a successful new model line, Bentley has exciting expansion plans that have led to focus on assessing, rationalising and planning for the future of the Crewe site.

An assessment of the current site against Bentley’s vision for the future has led to the identification of a number of operational issues that require a review of the existing site configuration. This review of the existing site has been driven by the following:

1. The need to expand existing operations including, the development of new manufacturing, technical and design floorspace to deliver Bentley’s growth plans;
2. A lack of physical connectivity that separates the core manufacturing activities (south of Pyms Lane) and the future Engineering Technical Centre, Design Centre and Business building (north of Pyms Lane). Pyms Lane creates a significant barrier between these elements of the site that restrict(s) the flow of people, goods, services, materials and overall efficiency across the site;
3. Increased requirements for security;
4. A wider disconnect across the current site hampered by the existing road network and a lack of accessibility and permeability. The site is currently split into 3 parts by two roads (Pyms Lane and Sunnybank Road);
5. The need to identify new areas of car parking to support the expansion of the site and potential new jobs;
6. The presence of non-contributory uses close to the site which limit or impede Bentley’s on-site operations, such as the Council Waste and Recycling Facility that borders Pyms Lane and Middlewich Road and CHK Holdings PLC (to the north of Pyms Lane). These uses will prevent the realisation of the vision for an integrated internal campus and prevent the expansion of Bentley’s operations; and
7. A vision to better showcase Bentley’s history to customers and the public by developing a flagship Bentley Car Museum at the Crewe site.

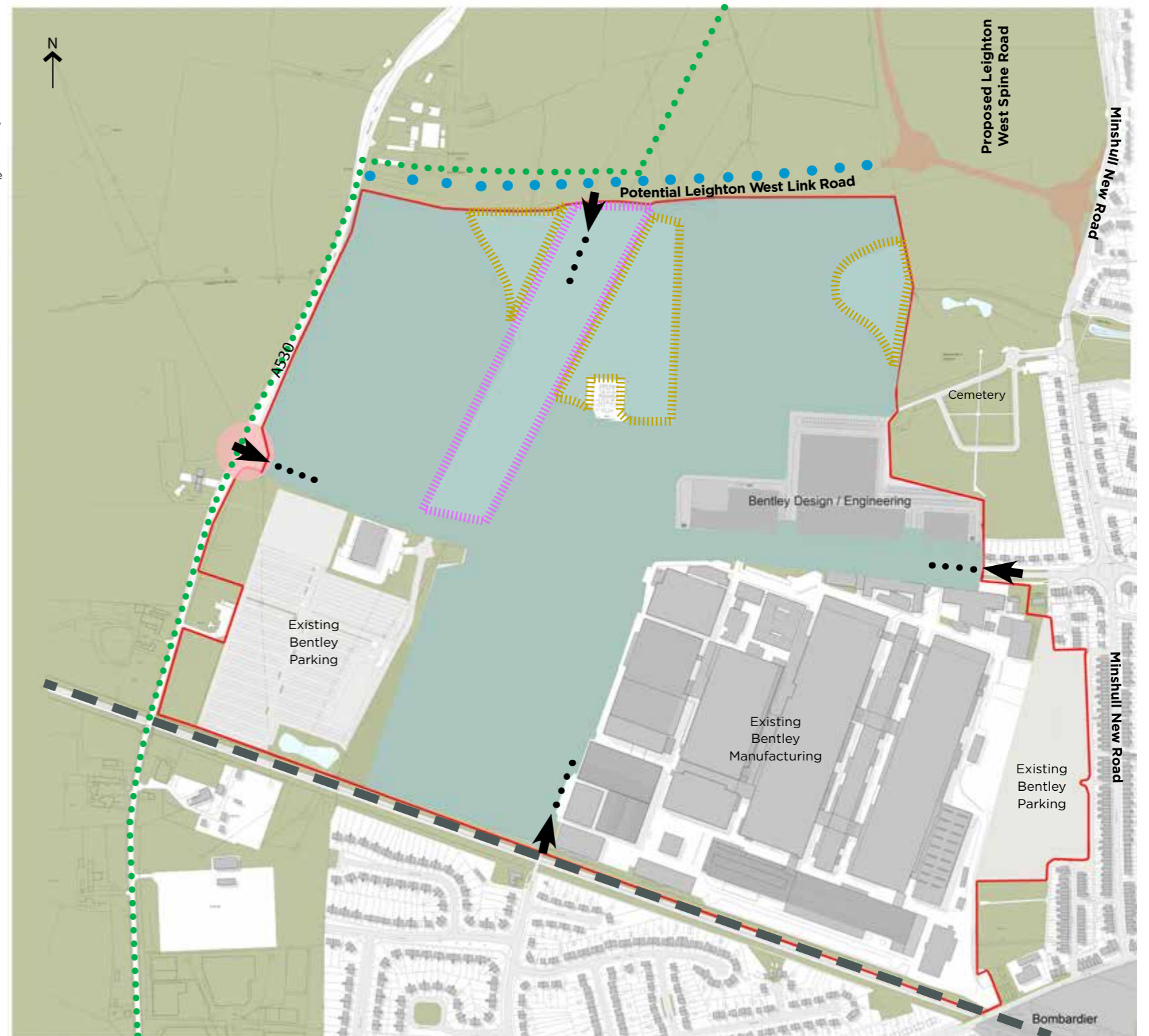
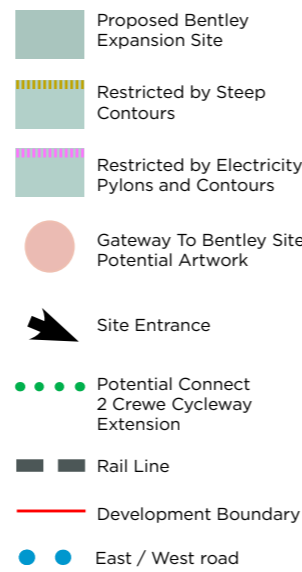
# 1. INTRODUCTION

## THE OPPORTUNITY

**Bentley is committed to remaining a quintessentially British brand that is recognised globally for quality, innovation and luxury. To support this, Bentley must develop its Crewe Headquarters into a site that can support the company's ambitious growth aspirations and deliver Bentley's new product lines. The Crewe Headquarters must seamlessly integrate Bentley's traditional manufacturing operations with its innovative design, engineering, research and development and business sectors. To achieve this integration, the Crewe site must be fully integrated and connected as part of a single working site; in order to facilitate increased communication, the sharing and fostering of ideas.**

Bentley's vision illustrates its long term commitment to Crewe and the North West. Planned expansion, along with challenges in the current site, provide a unique opportunity to develop a holistic plan to support the future development of the Bentley site at Crewe. The Masterplan for the site seeks to create an internal campus where manufacturing, design, research and development and engineering operations are fully integrated within a single site with seamless connectivity that enables the efficient flow of people, goods and services. This Development Framework and Masterplan for the Crewe site has been developed to deliver a rationalised operational site that is more efficient, secure and productive; can grow and expand in line with Bentley's aspirations; and will generate significant new investment in the local economy. The core components of the Masterplan will deliver:

- New manufacturing expansion land to increase the capacity of existing manufacturing operations and support growth;
- Technical, engineering and design space that will enhance Bentley's research and development capabilities and support Bentley's position at the cutting edge of advanced manufacturing;
- A self-contained internal Bentley site, achieved via the closure of Pym's Lane (this does not include the closure of the eastern most part of Pym's Lane that is accessed by 12 existing dwellings and Ashbank Court) and Sunnybank Road north of the railway, to improve production efficiency and security within the site;
- Better internal connectivity and permeability across the site to improve the flow of people, materials and products;
- New car parking and ancillary development to support the growth of the site, potential new jobs and further alleviate parking pressure on local streets;
- An aspiration to create a Bentley Car Museum that will showcase the history of the iconic Bentley brand and increase visitation and tourism in Crewe and the region; and
- An ambition to relocate the existing Waste and Recycling Centre and current CHK Holdings PLC to allow for future expansion of the site northwards. The relocation of these uses would deliver a fully integrated and internal site that is secure and fully under the control of Bentley.



Masterplan (Original Source: Pro Map)



Crewe Market Hall

### BENEFITS TO CREWE AND THE REGION

The growth and development of the Bentley site will deliver exceptional benefits to Crewe and the region; generating employment growth, attracting inward investment and supporting the expanding innovation, advanced manufacturing and knowledge based industries in Cheshire East. It is a driver of the Crewe High Growth City agenda and is key element of Crewe becoming the Gateway to the Northern Powerhouse. Realising Bentley's vision in Crewe will support:

- The growth aspirations of Crewe as a key driver in the Northern Gateway Development Zone, driven by the advanced manufacturing sector and the arrival of a new HS2 hub in Crewe;
- A more efficient, secure and productive Bentley site that can realise the company's aspirations for growth;
- Investment in knowledge based industries and advanced manufacturing;
- New jobs for Crewe and the region;
- Significant inward investment into the region;
- Flow on investment and job creation in the supply chain; and
- An aspiration for a new Bentley Museum that will increase tourism to Crewe and the region.

## 2. BENTLEY MOTORS



**Bentley Motors is a global brand that is synonymous with British innovation and manufacturing. Bentley has been manufacturing its cars in Crewe since 1946, where it has utilised the highly skilled local workforce and developed into an integral part of the local community. Today, Bentley employs more than 4,000 workers in Crewe and feeds a supply chain of more than 80 companies in the local area. Bentley is crucial to the local economy and has recently demonstrated its commitment to the region by investing £800 million in developing its brand new luxury SUV, the Bentley Bentayga, at Crewe.**

### BENTLEY: EARLY HISTORY

In 1919, Bentley's founder W.O. Bentley established Bentley Motors at 16 Conduit Street, London; before moving operations to Oxgate Lane, Cricklewood and producing the first Bentley car, the EXP 1, in 1919. In 1931, Bentley was acquired by Rolls-Royce and production moved to Nightingale Road in Derby, where production spanned six years.

### BENTLEY IN CREWE

The Crewe factory was built in 1938 to manufacture the Merlin engine, which powered the Spitfire and Hurricane fighters, as well as the Lancaster Bomber. At its peak in 1943 around 10,000 people were employed at the site, with 26,065 engines built between 1938 and 1946. Car production commenced at Crewe in 1946 and the first Bentley to roll off the production line was the Mark V1.

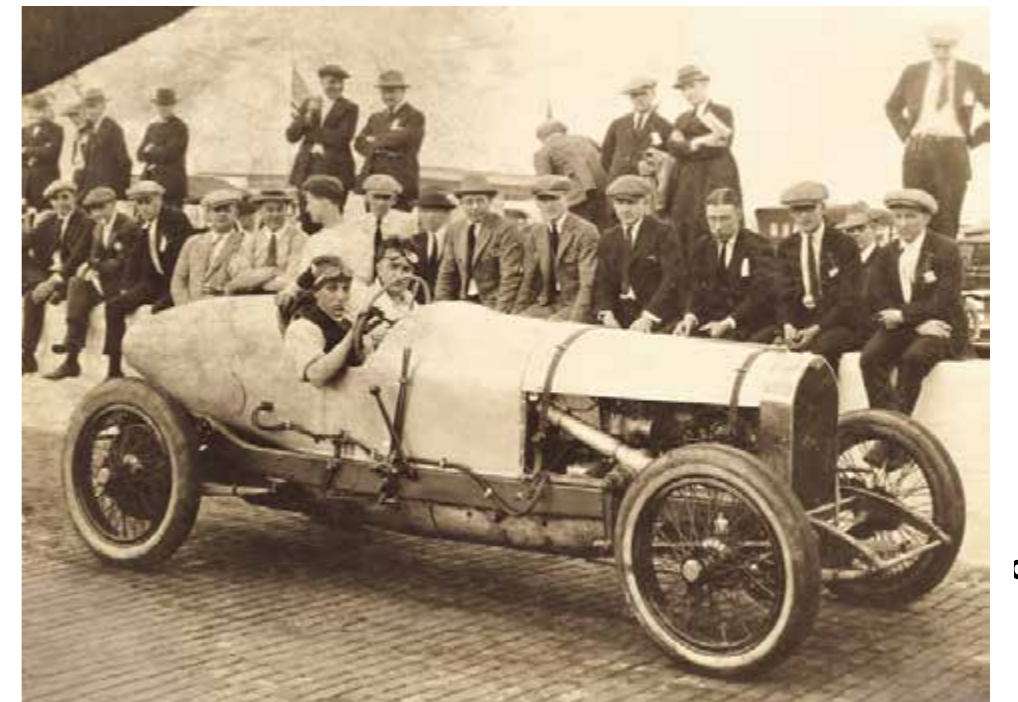
Crewe provided Bentley with unrivalled access to a local community of highly skilled engineers and mechanics who had migrated to the region. This saw the rapid rise of both the Bentley brand at Crewe between the 1950s and 1980s, which required the continual expansion of its factory operations to meet new demand.

By the late 1980's, the global success of Bentley was characterised by the popularity of models such as the Mulsanne and the Continental. In 1998, Bentley was acquired by the Volkswagen Group which served to add resources, new technologies and even greater impetus to the momentum of the Bentley renaissance.

Volkswagen's acquisition of Bentley led to a £500 million investment in the Crewe site and the development of a new Bentley. This investment underlined Bentley's commitment to Crewe and its intention to maintain a thoroughly British bloodline. Following this and subsequent investments, employee numbers in Crewe have grown significantly, from 1,500 in 1998 to more than 4,000 today.

In November 2015 the Bentayga, the first ever Bentley SUV, left the production line in Crewe. The car is part of a £800 million investment programme and the project has created 1,500 UK jobs over the four year development period since the initial concept stage; and reaffirmed Bentley's commitment to Crewe and the region.

Today, the Crewe site produces approximately 10,000 cars each year. Bentley has continued to invest in world-class manufacturing facilities, including a state of the art 7,500 sqm Body-in-White facility that opened in 2010 and a new Business Building, proposed Engineering Technical Centre and Design Centre.



1920s 3-litre



1950s Bentley R-Type

### INVESTMENT IN THE COMMUNITY

In addition to its direct investment in Crewe and its status as a key employer in the region, Bentley is a major investor in the local community. Bentley supports and advocates a number of education, training and volunteer programmes in Crewe, including:

#### Training & Talent Development

Bentley offers extensive training programmes, from improving technical expertise to personal skills and self-management. Bentley's trainee programmes support and develop talent for the future and have been awarded with National Training Awards by the Skills Funding Agency.

#### Apprenticeships

Bentley has offered apprenticeships to the local community for over four decades as well as development programmes for graduates and undergraduate placements. 2015 saw the largest intake of trainees in the company's history, with 63 apprentices being recruited.

#### UTC Crewe

Bentley Motors is playing a pivotal role in a new University Technical College, opened in Crewe in September 2016. This new College offers an exciting and inspiring education for young people seeking a pathway to employment and further education. At the Crewe Engineering and Design UTC, students are able to draw on expertise from a range of partners to ensure the academic and practical learning activities. The collaboration with UTC Crewe forms the next step in Bentley's focus on talent development and continuous improvement.

#### Community Engagement

Bentley works collaboratively with local charities and is proud to be a founder of the Cheshire Community Foundation. The Foundation manages the Bentley Fund, focusing on projects working with health, education, children and social deprivation located within 20 miles of Bentley's Crewe site. Established in 2012, the Bentley Fund has invested £100,000 in supporting more than 20 grassroots community organisations.

Recently Bentley has partnered with the Care2Save Charitable Trust and St Luke's Hospice based in Winsford to work on two innovative fundraising campaigns. The company has donated two Bentley Continental GTs in order to raise funds to support palliative care in Cheshire and throughout the world.

As part of the trainee programmes at Bentley all Apprentices, Industrial Placement Students and Graduates are asked to volunteer in the local community. In 2015 over 140 trainees participated, volunteering a combined total of over 800 hours to four community projects. Bentley is also working with Cheshire Connect to match skilled Bentley colleagues with local charities that can benefit from their expertise.

#### South Cheshire College

Bentley apprentices learn their craft at a dedicated apprenticeship training facility based at training provider Total People within South Cheshire College. Bentley is providing its own experts who are customising the curriculum for the programme with focus on trim, wood, paint and mechatronics.

#### Rotary

July 2016 saw the inauguration of the Bentley Cheshire Rotary Club. With support from Bentley and the local Crewe and Nantwich Weaver Rotary Club, the Bentley Cheshire Rotary Club is run by Bentley volunteers. The club brings together likeminded people from the across the company to make a positive impact in the local community.

### SUPPLY CHAIN

Bentley benefits from having an integrated production and logistics approach, and results in the majority of its key components being manufactured in Crewe. The incorporation of a logistics centre adjacent to the main production hall has also reduced parts handling by around 30%, saving £3.5 million per year in the process and eliminating thousands of deliveries by road.

As part of its supply chain, Bentley currently supports more than 80 suppliers that are located within a 50 mile radius of the factory. This indirect investment in the local community is critical to the vitality and operation of businesses in the local area.

### BENTLEY'S FACTS AND FIGURES

- Employs 4000 People
- Produces around 10,000 handcrafted cars each year. Around 90% of the cars (over £1billion worth) are exported, creating valuable income for the UK.
- Bentley has 700 suppliers from 32 countries and six continents. 82 suppliers are located within a 50 mile radius of the factory. A good piece of the supply chain is located near Crewe which has a hugely positive economic impact on the local area.
- Each Bentley car is unique and it takes from 104 hours up to 399 hours to build a Bentley from start to finish, depending on the model. The Mulsanne takes 399 hours to finish and 200 of these are dedicated to hand crafting the interior. Bentley's dedication to keeping this British tradition alive creates a high demand for manual labour, as these processes are not replaced by machines. This in turn creates significant employment in the local area, and will continue to generate new jobs as production volumes increase.
- Over the four year period from the initial concept stage of the Bentayga over 1,500 UK jobs have been created.
- In 2013 Bentley installed over 20,000 roof mounted solar PV panels. They have the ability to produce enough power to cover over 1,200 households or up to 40% of Bentley's power demand. The solar panels utilises an area of 3.45 hectares of otherwise unused roof space. The initiative increases the use of renewable energy sources, reduces yearly CO2 emission by over 2,500 tonnes, and relieves strain on the local power network.



Crewe Engineering & Design UTC



Bentayga

## 3. STRATEGIC CONTEXT

**As the largest town in south Cheshire, Crewe is already the area's primary population centre, with a population of 83,000, and is a major economic hub. Its 5,000 businesses include concentrations of professional services, distribution and logistics, and advanced engineering built on its rich car manufacturing and rail heritage.**

### GROWTH ASPIRATIONS FOR CREWE

Crewe evolved around the growth of the railways in the early 1830s, with the opening of the station in 1837 and the first works in 1840. As a result, the population grew dramatically from around 1,800 inhabitants in 1837 to 40,000 by 1871<sup>1</sup>. Although the end of the 19th century witnessed a slowing down of growth in the railway industry, Crewe retained its rail-industry expertise and importance as a major rail junction and centre for locomotive building and repair.

Today, the town is recognised as a hub of advanced rail and automotive manufacturing, and is home to major international and national firms such as Bentley Motors, OSL Rail, Bombardier and Chevron Racing. The town is a hot spot for the automotive sector in Cheshire East which employs over 4.5 times more than the average for England and Wales<sup>2</sup>.

Established as a major railway hub, Crewe remains a significant railway interchange on the West Coast Main Line with over 2.65 million passengers changing trains per year. On 30th November 2015, the UK Government announced its decision to route the section of HS2 to Manchester via Crewe with an investment of £5 billion to deliver the section from Fradley to Crewe; with an HS2 hub station at Crewe six years earlier than planned. By capturing the wider economic benefits for the Northern Gateway Development Zone area spanning Cheshire East, Cheshire West & Chester and North Staffordshire, the HS2 superhub is expected to create over 120,000 new jobs over a 25-year period across this new economic zone<sup>4</sup>.

A core principle of Cheshire East Council's planning policy and strategic vision is the development of Crewe as a 'High Growth City', which identifies the town as a spatial priority and core location for growth<sup>5</sup>. As part of the 'High Growth City' concept, the Council's vision is that by 2030, as a gateway to the Northern Powerhouse, Crewe will be a nationally significant economic centre; one of the leading advanced engineering and manufacturing centres in England; and a sought-after place to live and do business in the UK. Crewe will be recognised for its 360° connectivity, vibrant and diverse knowledge based economy; high quality communication and sustainable transport linkages; many physical development opportunities; attractive heritage, environmental and cultural assets that contribute to liveability; and its high quality image and perception generated through strong leadership<sup>6</sup>.

### SUB-REGIONAL CONTEXT

Crewe's 360° transport connectivity and its established business base places it at the heart of ambitions to grow the sub-regional economy in Cheshire and Warrington and wider Northern Gateway Development Zone. The Cheshire and Warrington LEP's Strategic Economic Plan recognises that Crewe is a focal point and hub for regional connectivity and provides an unrivalled opportunity for growth and economic development.

With 4.9 million people within one hour's travel of the town, future sub-regional growth is focused on the potential provided by the Northern Gateway Partnership, maximising the wider economic benefits from a super hub HS2 station at Crewe sitting at the centre of a strategic road and rail network.

Crewe plays a central role in the LEP's ambition that by 2030 Cheshire and Warrington will be:

- An economy of £35 billion with GVA per head 115% of the UK average; and
- Home to an additional 100,000 residents, 75,000 new jobs and 70,000 new homes<sup>7</sup>.

### AUTOMOTIVE MANUFACTURING CONTEXT

At a national level, the growth of the UK's advanced manufacturing capabilities continues to be a priority. With regard to automotive manufacturing, Britain is already the fourth largest vehicle producer in Europe, making 1.58 million vehicles in 2012. Every 20 seconds a car, van, bus or truck rolls off a UK production line and over 80% of these are exported to more than 100 countries<sup>8</sup>.

The Government's Industry Strategy, 'Driving Success - A Strategy for Growth and Sustainability in the UK Automotive Sector' sets out a shared vision for the UK automotive manufacturing industry which is:

- Diverse, dynamic, growing and globally competitive.
- Making a large and increasing economic contribution to employment and prosperity in the UK.
- Supported by a highly skilled workforce and a strong supply chain.
- Inspiring young people to pursue rewarding careers in engineering and manufacturing.

At the regional level, the North West is the second most significant automotive cluster in the UK, employing 16,200 people and accounting for 12% of the UK's total automotive manufacturing sector. Globally significant operations extend from General Motors at Ellesmere Port, JLR at Halewood, Leyland in Lancashire, and Bentley Motors in Crewe<sup>9</sup>.

At the heart of the Northern Powerhouse, there is a regional ambition to grow and strengthen this existing cluster as part of wider efforts to expand the advanced manufacturing base in the region.

<sup>1</sup> Cheshire East Council (2011), 'Cheshire East Local Development Framework: Crewe Snapshot Report'

<sup>2</sup> Cheshire East Council (2015), 'Get Yourself Well Connected'

<sup>3</sup> Office of the National Rail Regulator (2013), 'Station Usage Estimates 2014-2015'

<sup>4</sup> HS2 (2015), 'HS2 Phase Two: East and West, the Next Steps to Crewe and Beyond'

<sup>5</sup> The All Change for Crewe: High Growth City Strategy (2013)

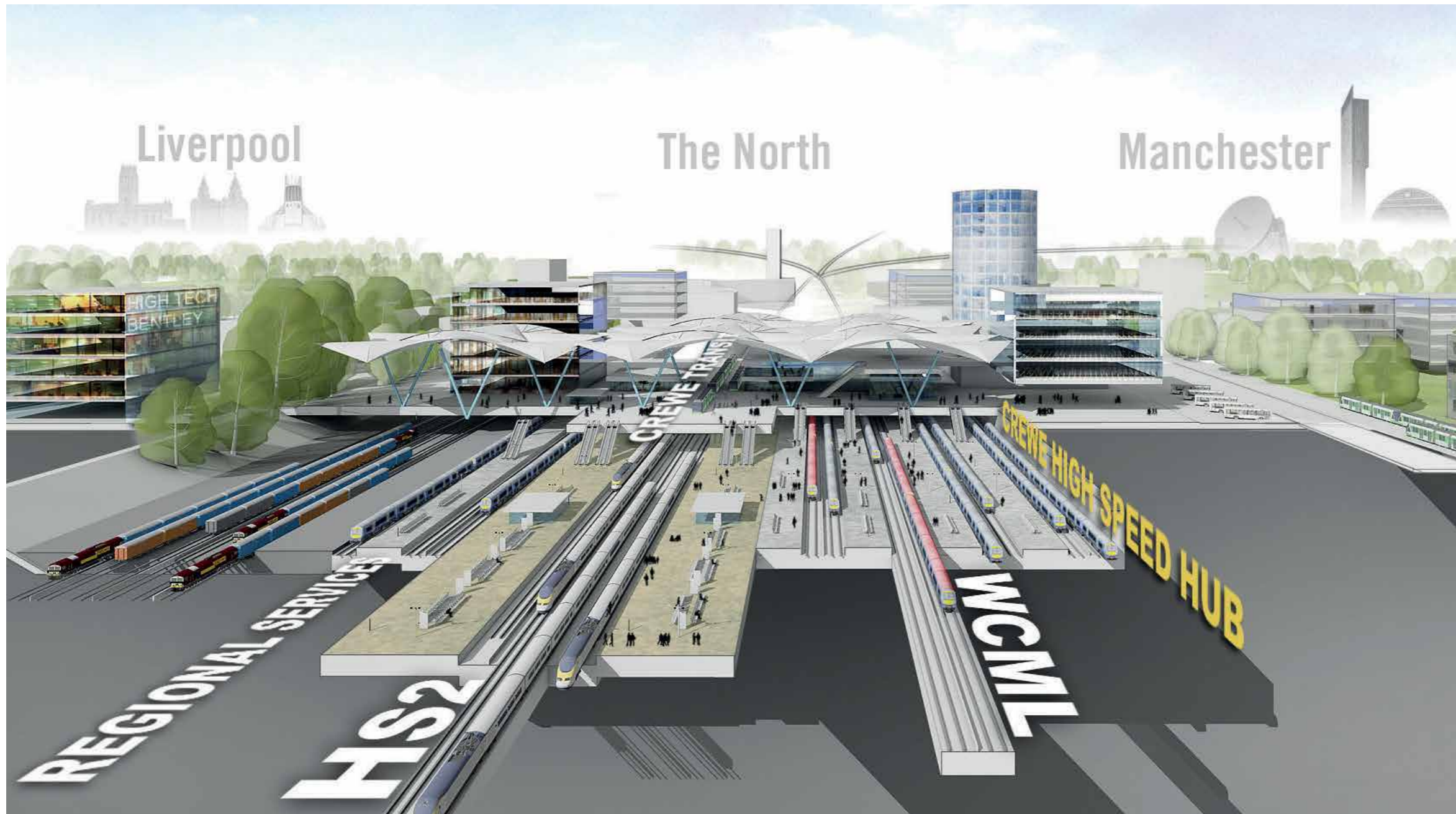
<sup>6</sup> Cheshire East Council (2014), 'Local Plan Strategy (Submission Version)'

<sup>7</sup> Cheshire and Warrington Local Enterprise Partnership (2014), 'Strategic Economic Plan and Growth Plan for Cheshire and Warrington'

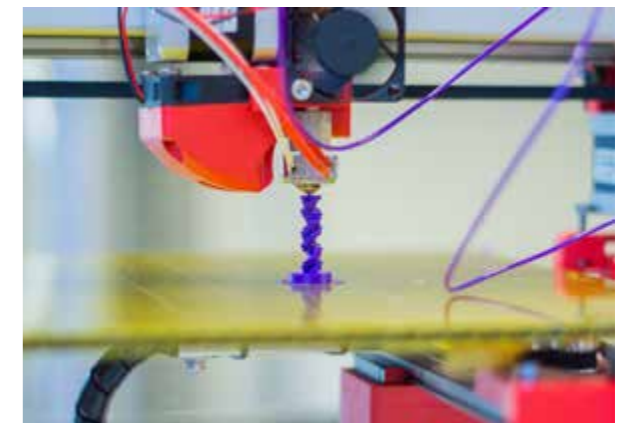
<sup>8</sup> Department for Business, Innovation and Skills (2013), 'Driving Success - A Strategy for Growth and Sustainability in the UK Automotive Sector'

<sup>9</sup> Automotive Council (2016), 'UK Automotive Sector Overview'





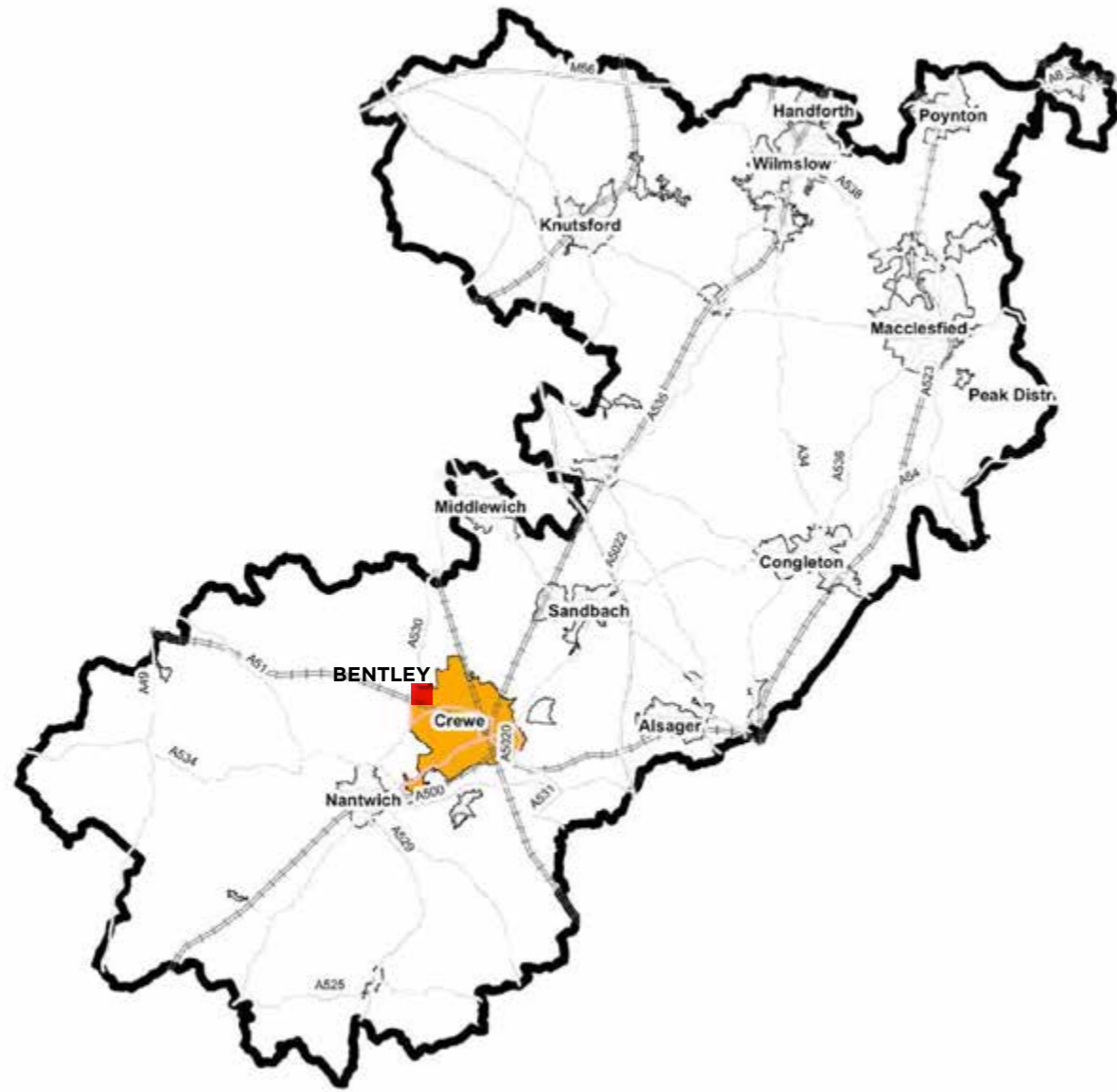
HS2 Hub Station, Artists Impression



Engineering

## 4. BENTLEY AT CREWE

The Bentley site is located on the north western edge of the Crewe urban area, approximately 2.2km from Crewe Town Centre. The site is home to the full spectrum of Bentley's car manufacturing and distribution operations; including design, engineering, manufacturing, quality, and sales and marketing. The current site has vehicular access via Pym's Lane with direct access from the west provided by Middlewich Road (A530).



Strategic Location of Site in CEC (Source: Cheshire East Council web portal)



Site Location to West of Crewe (Source: Google Maps)



Site Plan Showing Existing Uses (Original Source: Pro Map)

**SITE CONTEXT**

The site itself is dominated by the existing manufacturing plant which extends to some 350,000 square metres and is located at the south east of the site. This contains the heart of Bentley’s car manufacturing operation and also its Reception and front of house facilities. Directly opposite the existing manufacturing operation is the site of Bentley’s new engineering, design and business centres, which include:

- A 7,200 square metres Business Building provides office and business space to support Bentley’s core operations.
- A 32,148 square metres Engineering and Technical Centre (“ETC”) which will contain a workshop and technical centre to support the development of Bentley products. Planning permission was granted on the new ETC in May 2016 (Application Number: 16/0341N).
- A 6,500 square metres Design Centre that will be a hub for innovation and knowledge. Planning permission was granted on the new Design Centre in May 2016 (Application Number: 16/0341N).

To the west of Sunnybank Road and the existing manufacturing operations is Bentley’s primary area of car parking; which extends westwards between Sunnybank Lane and Middlewich Road. Directly adjacent to Sunnybank Road is the Legends Health and Sports Centre which provides private sports facilities for use by Bentley’s employees.

To the north of Pyms Lane, adjacent to the proposed Engineering Technical Centre and Design Centre, is the manufacturing premises owned by CHK Holdings PLC. Further to the east, bordering Middlewich Road, is the Cheshire East Council owned Waste and Recycling Centre.

- ENGINEERING
- PARKING
- MANUFACTURING / WORKSHOPS
- SPORTS FACILITIES (LEGENDS)
- DEVELOPMENT BOUNDARY

# BENTLEY MOTORS DRAFT DEVELOPMENT FRAMEWORK AND MASTERPLAN

## 4. BENTLEY AT CREWE

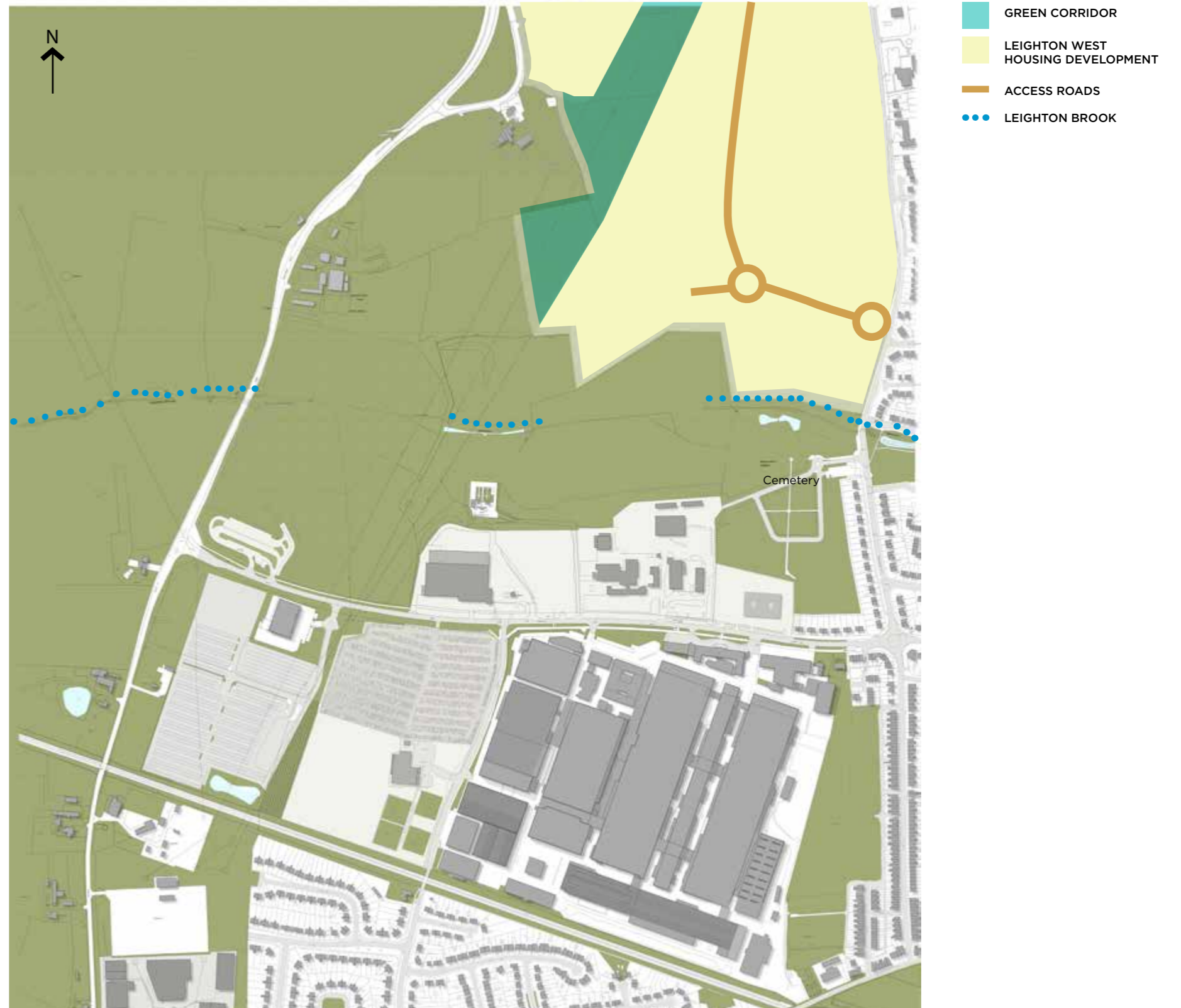
### CONTEXT: CURRENT AND PLANNED USES

The site is situated on the edge of Crewe in a location that is characterised by a mix of employment uses, suburban residential uses on the periphery of the town and open countryside beyond the established urban boundary. Key surrounding land uses include:

#### North

To the north of the site is the proposed Leighton West urban extension, which spans an area from Bentley in the south to Leighton Hospital in the north. Leighton West is planned to accommodate up to 850 new homes and 5 hectares of employment space, which is planned to support Bentley as a key site for the development of automotive research, development and supply<sup>10</sup>. The Leighton West development proposes a significant new spine road that will connect Minshull New Road (immediately to the north of Bentley) with Leighton Hospital and Smithy Lane to the north west of the site.

- The Meadow Brook Cemetery (north east), which is a 5 hectare site that was opened in 2009 and is accessed from Minshull New Road.
- Leighton Brook, which runs east to west approximately 100m to the north of the proposed ETC expansion.



Plan Showing Leighton West Development Area (Original Source: Pro Map)

<sup>10</sup> Cheshire East Local Plan Strategy Proposed Changes (Consultation Draft), March 2016, Site CS3



Residential properties to the east of the site



CHK Building on Pyms Lane

**East**

The east of the site is characterised by established residential uses. Twelve residential properties front onto Pyms Lane immediately adjacent to the Bentley site, which reflect the character of existing post-war housing estates around Badger Avenue and Minshull New Road that are typical of the outer suburban areas of Crewe.

**South**

The immediate southern boundary of the development area is bounded by the Crewe to Chester heavy rail line. To the south of this, is an established area of post-war semi-detached housing around Sunnybank Road and a major electricity transmission station adjacent to Middlewich Road. The site is connected to this residential area via an existing single lane railway bridge on Sunnybank Road. Further to the south and west, there are a range of commercial and industrial premises stretching southwards along Middlewich Road.

**West**

Middlewich Road serves as the current settlement boundary for Crewe. Land to the west of Middlewich Road is characterised by countryside and farmland outwards towards the River Weaver and a local water treatment plant.



Pyms Lane

## BENTLEY MOTORS DRAFT DEVELOPMENT FRAMEWORK AND MASTERPLAN

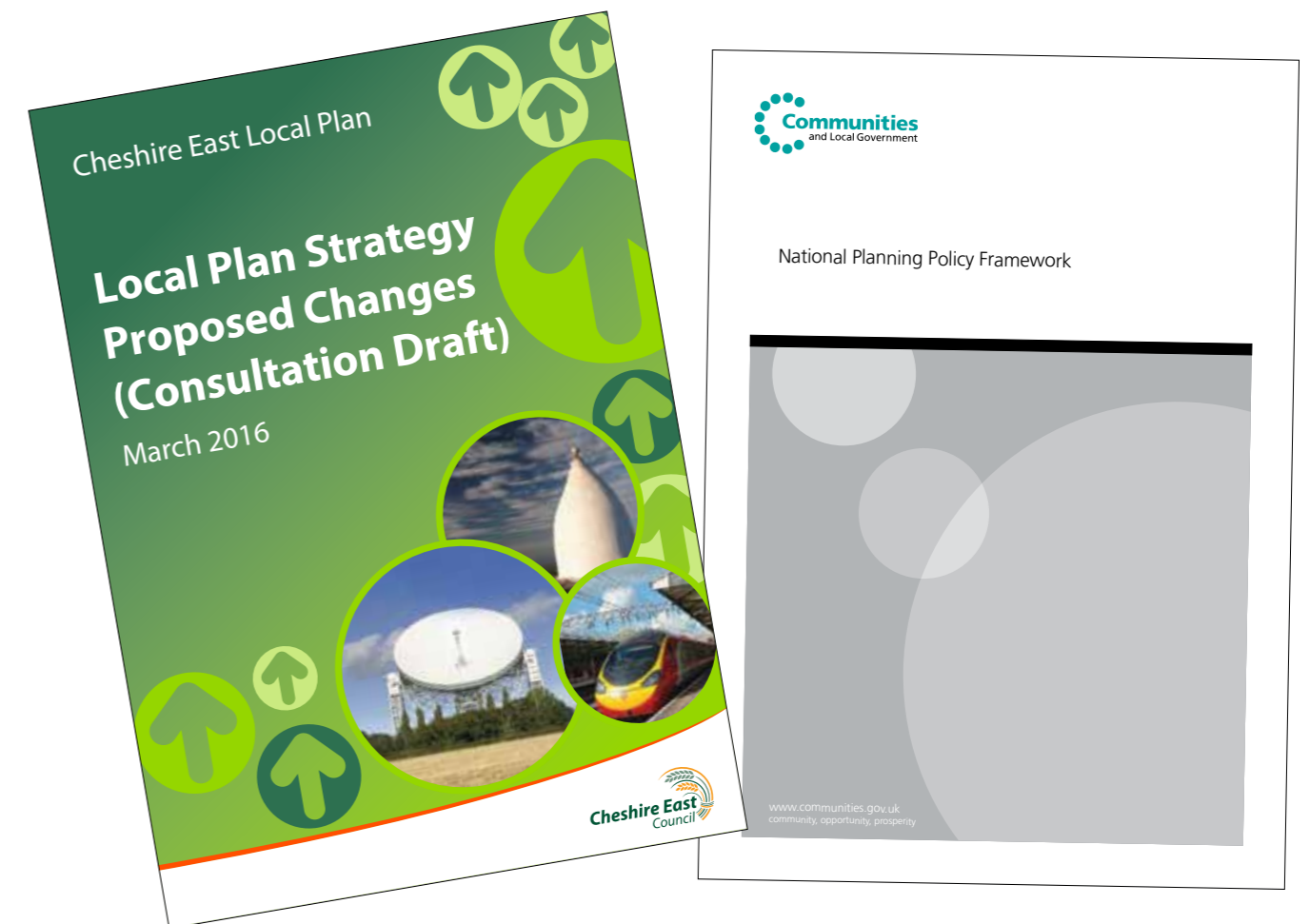
# 5. PLANNING POLICY CONTEXT

**This section seeks to provide an outline of the key planning policies that have been considered to formulate a set of development principles and develop a masterplan for the Crewe site. It is not intended as a comprehensive account of relevant planning policy and should be read in addition to the detailed requirements found in the adopted and emerging Cheshire East Development Plan.**

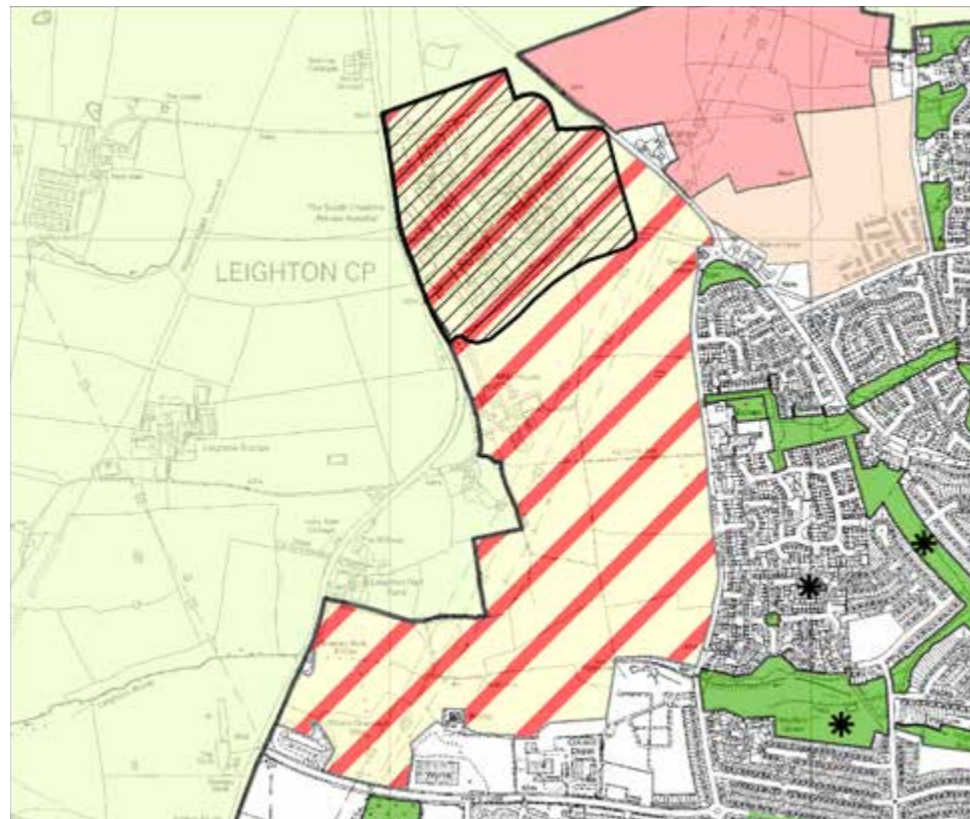
Any planning applications for development of the Bentley site must be determined in accordance with the adopted local development plan unless material considerations indicate otherwise. Until the adoption of the Cheshire East Local Plan Strategy (CELPS), the adopted development plan covering the site remains the "saved" policies of the 2005 Crewe and Nantwich Borough Local Plan (CNBLP). In March 2012 the National Planning Policy Framework (NPPF) came into effect and whilst the CNBLP policies are still applicable, they should be weighed in planning decisions according to their degree of consistency with the NPPF.

In February 2014, it was resolved that the CELPS (Submission Version) be given weight as a material consideration for development management purposes with immediate effect. Following two rounds of examination hearing sessions in 2014 and 2015, the Council published its Local Plan Strategy Proposed Changes Version in March 2016. The saved policies of the CNBLP are relevant when determining applications for development on this site; however, given the advanced stage of the emerging policy framework, significant weight can now be attached to the current version of the CELPS. In addition, the following supplementary documents provide more detail on how policies in the development plan can be practically implemented, and are likely to be material in determining planning applications:

- Section 106 (Planning) Agreement SPG 2004
- CEC Employment Land Review (2012)
- CEC Economic Development Strategy (2011)
- Town and Country Planning (Environmental Impact Assessment) Regulations 2011

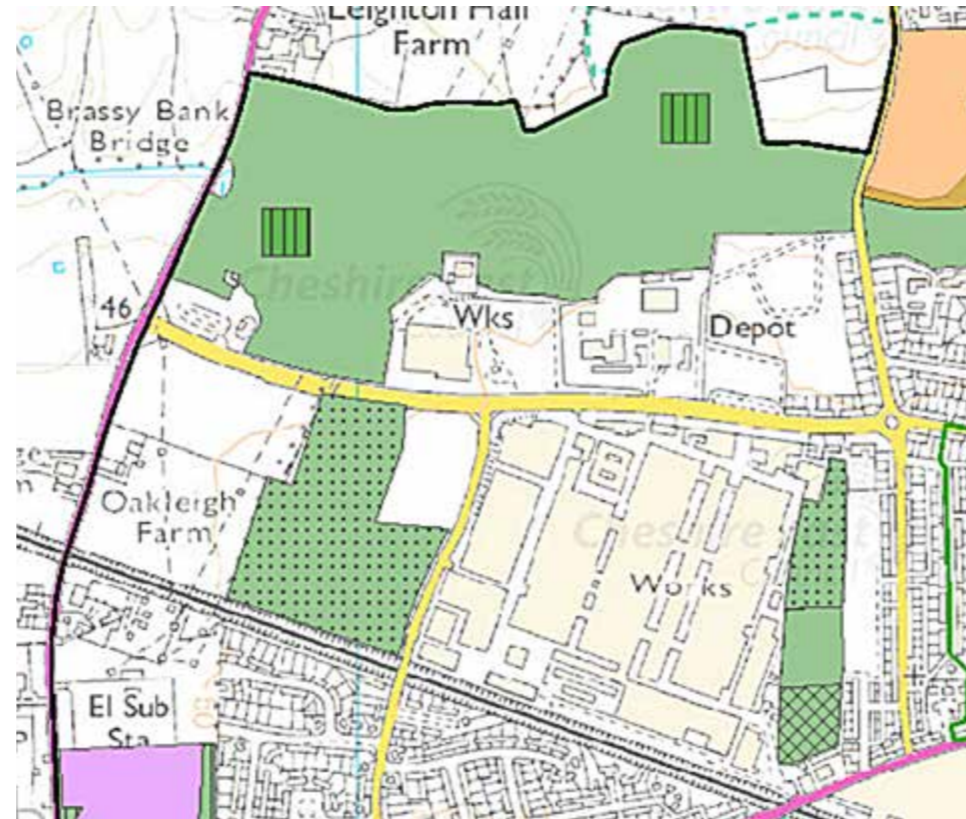






Front Cover of Cheshire East Local Plan Strategy and the National Planning Policy Framework



- Key**
-  Leighton Hospital Land Requirements
  -  Housing and Employment Sites
  -  Equipped Children's Playgrounds
  -  Protected Open Space
  -  Areas within Crewe and Nantwich Settlement Bdys
  -  Formal Open Space and School Playing Fields
  -  Housing Commitments
  -  Informal Open Space
  -  Leighton Hospital
  -  Leighton West Country Park
  -  New Woodlands Planting and Landscaping
  -  Open Countryside Outside Settlement Boundaries

Cheshire East Local Plan Strategy Proposed Changes (March 2016):  
 (Crown copyright and database rights 2013. Ordnance Survey 100049045)



- Key**
-  Informal Open Space
  -  Formal Open Space and School Playing Fields
  -  Allotments
  -  Settlement Boundary
- RT.1  
 RT.1  
 RT.5

Crewe and Nantwich Replacement Local Plan (2011) Proposals Map Extract:  
 (Digitally produced by ESR Cartography Ltd, Maidenhead, SL6 8BR)

**POLICY CONSIDERATIONS**

**The Crewe Site**

The Cheshire East Local Plan Strategy recognises Bentley as a Strategic Employment Area that is of paramount importance to the Borough's economy. The CELPS also promotes Leighton West (as illustrated opposite) as a major strategic housing and employment site to the north of Pym's Lane. Leighton West is identified for complementary employment uses that will support the ongoing development and expansion of Bentley's advanced manufacturing activities.

The site is an established employment area that sits within the settlement boundary in the Crewe and Nantwich Borough Local Plan, as illustrated across. Elements of the site, such as the Legends Sports Club, are also allocated for formal open space, informal open space and allotments (policies RT1 and RT5).

**LAND USE**

The National Planning Policy Framework states that "to help achieve economic growth, local planning authorities should plan proactively to meet the development needs of business and support an economy fit for the 21st century".

In Cheshire East, it is the Council's vision that by 2030 and beyond, the Borough will be an economically prosperous area, with a well-educated and skilled labour force benefiting from a strong and diverse employment base and high employment levels. Strategic Priority 1 (Promoting economic prosperity by creating conditions for business growth) in the emerging CELPS states that "such economic prosperity will be delivered by providing a viable and flexible supply of quality employment land and premises...to enable existing businesses to grow.. and to create new and retain existing jobs".

CNBLP Policy E.4 (Development on Existing Employment Areas) welcomes proposals for new employment development, for the re-use, redevelopment or intensification of the use of land within existing employment areas. This is supported by the emerging CELPS Policy MP1 (Presumption in Favour of Sustainable Development).

In addition, emerging CELPS Policy CS3 recognises that the Leighton West site's "close proximity to Bentley provides an opportunity for the creation of an automotive hub which will provide new employment opportunities and expand the automotive related investment in Crewe and the wider area". This is a key policy which supports the expansion of Bentley operations northwards into the Leighton West development area.

## 5. PLANNING POLICY CONTEXT

### DESIGN STANDARDS AND AMENITY VALUE

Whilst the NPPF supports a presumption in favour of sustainable development, it is important to ensure that new development does not have an adverse impact on the surrounding environment.

CNBLP Policy BE.2 (Design Standards) and emerging CELPS Policy SE1 (Design Development) require new development to be of a high standard of design and to enhance the built environment, whilst respecting the pattern, character, and form of the surroundings. The NPPF reiterates this, encouraging developments which establish a strong sense of place and reflect the identity of local surroundings whilst not preventing innovative design. Development proposals will be required to demonstrate the highest levels of commitment to quality of materials, finishes and detailing, and provide good quality hard and soft landscaping as an integral part of any proposals.

Proposals for larger and more complex designs are encouraged to undertake a Design Review for example through Places Matter and to adapt proposals accordingly in line with emerging CELPS Policy SE1

In addition, CNBLP policy BE1 (Amenity) requires that development proposals are compatible with surrounding land uses, and do not prejudice the amenity of future occupiers or the occupiers of adjacent property by reason of overshadowing, overlooking, visual intrusion, noise and disturbance, odour or in any other way.

With particular regard to employment developments, policy SD2 (Sustainable Development Principles) of the emerging CELPS expects proposals to create an attractive and successful place to work, with minimum impact on the surrounding area.

### ACCESS, TRANSPORT AND PARKING

CNBLP policies BE1 (Amenity) and BE3 (Access and Parking), and emerging CELPS policies SD1 (Sustainable Development in Cheshire East) require that proposals must demonstrate that they deliver safe vehicular access and egress arrangements, and do not prejudice the safe movement of traffic on surrounding roads or have an adverse impact on neighbouring uses. In order to achieve this, the surrounding highway network needs to be able to accommodate any traffic growth associated with Bentley expansion up to 2030.

The site is currently in close proximity to a number of existing bus routes including Routes 1A and B from Crewe Bus Station to Nantwich; Route 42 from Congleton to Crewe; and Route 78 from Nantwich to Rode Heath.

CNBLP policies Tran 2, 3, and 5, and emerging CELPS policies SD1 and CO1 encourage development proposals to include the provision of sustainable transport options including extended and improved public transport provision, pedestrian routes, and facilities to encourage cycling through cycle routes and cycle parking. In addition, emerging CELPS policy promotes the maximising of opportunities for access and deliveries to employment developments via a range of sustainable transport options, including rail.

CELPS policy CO4 (Travel Plans and Transport Assessments) requires that all major development proposals that are likely to generate significant additional journeys are accompanied by a Transport Assessment and, where appropriate, a Travel Plan.

As appropriate, the Council will negotiate with developers in order to secure commuted payments towards providing or improving public transport, pedestrian, or cycle access to a major new development.

Under CNBLP policy Tran 4, proposals will also need to demonstrate that the needs of people with disabilities have been considered, particularly with regards to site layouts, the relationship between buildings and their car parking areas, and pedestrian priority schemes.

In line with CNBLP policy Tran.9, any proposals generating increased demand for car parking will be required to provide car parking spaces for the minimum operational needs of the development. Any proposals affecting existing car parks should be supported by a Parking Strategy which clearly sets out how future parking needs will be met for the site as a whole, taking account of the anticipated growth in activity on site.



Surrounding Roads





Leighton Brook

### **NATURAL ENVIRONMENT**

Policy SE8 (Renewable and Low Carbon Energy) and SE9 (Energy Efficient Development) in the emerging CELPS, in addition to CNBLP policy BE2 (Design Standards) encourage the development of renewable and low carbon energy schemes and those developments which follow the principles of the Energy Hierarchy and seek to achieve a high rating under schemes such as BREEAM (for non-residential developments) and CEEQUAL (for public-realm development). Opportunities to improve energy efficiency by means of building type, orientation, and layout should, therefore, be considered in any proposals.

With regard to environmental impact, CNBLP policy NE17 (Pollution Control) specifies that all development proposals should ensure that, where appropriate, measures are taken to prevent, reduce, or minimise pollution both with regard to water, air or noise impacts. Where appropriate, planning conditions and/or obligations may be used to prevent or minimise any adverse impact of new developments on the surrounding area.

The location of the site near to the historic Leighton West landfill means that strict controls will be exercised and permission will not be granted for any development where there is considered to be a substantial risk to the development from contamination and other impacts as set out in CNBLP policy NE21 (New Development and Landfill Sites) and emerging CELPS policy SE12 (Pollution, Land Contamination and Land Instability). Proposals on or near where there is contamination, or good reason to believe that contamination is present, should include a site assessment, and development will not be permitted unless practicable and effective measures are taken to treat, contain, or control contamination. Further information on mitigation measures can be found at CNBLP policy BE6 (Development on Potentially Contaminated Land).

Given the site's close proximity to Leighton Brook, which includes some areas of flood risk, consideration of mechanisms to assist the permeability of the land for storm drainage and the use of sustainable drainage systems (SUDS) should also be included within any proposals. This is supported by CELPS policy SE13 (Floor Risk and Water Management). CNBLP policy BE4 (Drainage, Utilities and Resources) also requires that adequate and appropriate drainage of foul and surface water be considered in any new development.

High voltage power lines cross the site from the south west to the north which require an easement of 30m to the nearest building. Engagement with the relevant utility companies should be held as any proposals are developed.

### **LEISURE PROVISION**

There are sports facilities provided for use by Bentley employees at the Legends Health and Sport Centre. The CNBLP seeks to ensure the retention and continued use of such sports facilities (Policy RT1 and RT17). The emerging CELPS contains similar policies (SC1 and SC2), although these are more aligned to the requirements of the NPPF (paragraph 74), which requires sports facilities to be protected from development unless they have clearly been shown to be surplus to requirements, or would be replaced by equivalent or better provision, or the development is for alternative sports and recreational provision, the need for which clearly outweighs the loss.

Any future planning applications involving either loss or replacement of sports facilities should be informed by a robust sports needs assessments aligned to the requirements of the NPPF (paragraph 73). The Local Planning Authority would be statutorily required to consult with Sport England regarding any proposals which might affect the playing fields or areas used as playing fields in the last 5 years, including the football pitches and the associated field space around them. Government advice is that Sport England should also be consulted on a non-statutory basis regarding proposals affecting any other sports facility which would include proposals affecting any indoor provision and the tennis courts. Any future planning applications for development which affect existing sports facilities would be discussed with Sport England and the Local Authority at the earliest opportunity.



Legends

### **S106 REQUIREMENTS AND CIL**

Proposals for any new development will be expected to make appropriate contributions, via Section 106 Agreement or via Community Infrastructure Levy (CIL) contributions to offset impacts of the proposed development on physical, social, community, and environmental infrastructure. In accordance with CIL Regulations, contributions will only be sought where they are necessary to make any development acceptable in planning terms, and will be directly related to the development, and fairly and reasonably related in both scale and kind.

Any planning application should be supported by suggested Heads of Terms for a S106 Agreement. Further guidance on the contributions likely to be sought can be found in the Supplementary Planning Guidance on S106 Agreements.

**This Development Framework and Masterplan has been prepared to support Bentley's vision for the Crewe site. It has been developed with full regard to the existing physical limitations of the site, national and local planning policy and the context of the surrounding area. The following section provide a summary of the key design and development principles that will inform future development of the Crewe site.**

In accordance with the planning policy context set out in Section 5, the following key design and development principles provide the framework within which will be used to inform and shape the future development of the Bentley site:

#### **Key Principle 1: Highways**

The surrounding highway network needs to be able to accommodate traffic growth anticipated with any expansion proposals up to 2030 and access to the Bentley site needs to be afforded on all four sides. Future elements of the development which may generate significant amounts of movement will be supported by a Transport Statement or Transport Assessment in accordance with Paragraph 32 of the National Planning Policy Framework.

New developments will need to demonstrate that opportunities for sustainable transport have been considered, and that safe and suitable access to the Crewe site can be achieved. Any Transport Assessment will also require consideration of transport improvements, where possible, to limit any significant impacts of development.

Specific highway capacity assessment modelling work has been completed to provide a forecast of the highway and traffic conditions following the delivery of any development, including the identification of appropriate transport mitigation to ensure that the proposed development is acceptable. This will be particularly relevant in the context of the planning application which requires the closure of Pym's Lane and Sunnybank Road to fully understand the impact of displacing any traffic on to alternative routes.

#### **Key Principle 2: Accessibility**

Any increase in activity on the site should be used to maximise opportunities for access and deliveries by a range of forms of sustainable transport. It is expected that proposals will include appropriate improvements to public transport, pedestrian, and cycle access, and that these will be clearly set out in an accompanying Travel Plan. Additionally, any future development proposals will have the potential to link into and support any future rapid transit initiatives in the west of Crewe.

Any development should seek to maximise connections for cyclists to the Connect2Crewe to Nantwich Greenway.

An aspiration for Bentley and the Crewe site is to support the future options for a rail head and freight connection that would link the site to the West Coast Main Line and, ports. Any development proposals will need to be cognisant of these aspirations.

#### **Key Principle 3: Design Standards**

Any proposals should deliver development of a quality and character appropriate to its position and the immediate and wider landscape setting. Proposals should demonstrate the highest levels of commitment to quality of materials, finishes, and detailing, and provide good quality hard and soft landscaping as an integral part of any proposals.

#### **Key Principle 4 - Environmental Sustainability**

Renewable and low carbon energy schemes, and opportunities to improve energy efficiency should be inherent in any proposals. In addition, measures to prevent, reduce, or minimise pollution both with regard to water, air, or noise, should be a high priority, particularly in areas of the site in close proximity to residential properties and other sensitive receptors.

#### **Key Principle 5 - Car Parking**

Any new development will be required to provide car parking spaces to meet the minimum operational requirements of Bentley. A Parking Strategy will accompany any proposals which affect existing car parking provision, and will clearly articulate how future parking needs will be met.

#### **Key Principle 6 - Landscape and Visual Impact**

The existing site is well established as a manufacturing facility in the emerging CELPS and does not have any significant landscape features. Development should consider the impact of an expansion of the site northwards into land to the south of Leighton West. As development is brought forward in this area, it should be sensitively designed to ensure that the impact on landscape features, such as Leighton Brook, is minimised.

#### **Key Principle 7 - Ecology**

There are no areas designated on account of their ecological value on or within the vicinity of the site. As such, it is not considered that the Masterplan will generate any major ecological impacts. However, as elements of the site come forward for development, such as land surrounding Leighton Brook, advice from a qualified ecologist and requisite Ecological Assessments will be required to understand any potential ecological impact and mitigation requirements.

#### **Key Principle 8: Sports Facilities**

Both Bentley and the Masterplan are fully cognisant of the requirements of Sport England as a statutory consultee. Any development or future planning applications resulting in the loss of existing sports facilities would be discussed in full consultation with Sport England.

#### **Key Principle 9 - Ground Conditions**

The underlying bedrock across the site comprises Sidmouth Mudstone, and the superficial deposits comprises Devensian Till with a strand of Alluvium Clay associated with Leighton Brook. There are two historic landfills located within and directly adjacent to the site boundary. It is not considered that the ground conditions on site will have any significant impact on the proposed growth aspirations for the site. However, as elements of the Masterplan are progressed, ground investigations would be required to fully understand any potential constraints in relation to contamination and ground conditions.

#### **Key Principle 10 - Amenity**

Any new development will need to be sensitively designed and delivered to ensure that impacts in relation to amenity are fully considered. Development proposals should consider the impact on existing and future surrounding land uses of amenity impacts such as overshadowing, overlooking, visual intrusion, noise and disturbance, odour.

## 7. CREATING A LONG TERM HOME FOR BENTLEY

**A comprehensive and coherent Development Framework and Masterplan for the future development of Bentley's Crewe site presents a significant opportunity to support the development and expansion of one of the UK's premier car manufacturers. This Development Framework provides the first step in delivering the platform on which to realise Bentley's vision to create new jobs and attract new investment to Crewe, by delivering an integrated and secure headquarters. This section sets out the core components of the Masterplan and rationale that underpins the need for change at Crewe.**

### DRIVERS FOR CHANGE

The current Crewe site was established in 1938 and has subsequently been developed via a series of physical expansions driven by a growth in operations and demand. Significant growth in the past 15-20 years (with the number of employees at Crewe rising from 1,500 to 4,000 since 1998) and current investment through the development of the Bentley Bentayga SUV has led to a critical need to undertake a holistic review of the site.

It is clear that, in order to support the long term and sustainable growth of Bentley in Crewe, the current site requires rationalisation and forward planning to accommodate future operations. The core elements that are crucial to sustaining the future development of the site are:

1. Identifying and delivering new land for future technical and manufacturing operational expansion;
2. Increasing permeability, connectivity and security across the entire site; and
3. Site rationalisation and a reorganisation of existing uses.

### DEVELOPMENT OPPORTUNITIES

#### 1. Operational Expansion

Bentley's significant investment in Crewe requires new land, floorspace and ancillary uses to be identified to support Bentley's future aspirations. In summary, a review of Bentley's requirements identifies a critical need for the following uses:

- Technical, design and engineering floorspace to ensure Bentley remains at the cutting edge of innovation and advanced manufacturing;
- Manufacturing expansion floorspace/land to support increased capacity and productivity;
- Office floorspace to support Bentley's HQ operations; and
- Car parking to support potential employee growth.

#### 2. The Need for an Integrated Site

It is imperative that as the site expands, a disconnect is addressed between the core manufacturing activities (south of Pyms Lane) and the future Engineering Technical Centre, Design Centre and Business uses (north of Pyms Lane). Pyms Lane creates a significant barrier across the site that has the potential to disrupt the flow of people, goods, materials and services.

In order to address this disconnect, to improve security and productivity on the site and to facilitate the development of a truly integrated campus; the following requirements have been identified as critical to meeting these objectives:

- Internalising the site via the closure of Pyms Lane and Sunnybank Road to increase site security, improve the flow of products and to create a true campus environment as operations on the site grow. The closure of Pyms Lane would extend from Middlewich Road to the last of twelve properties that front Pyms Lane, to ensure that access to these properties from Minshull New Road is retained.
- Improve connectivity and permeability across the wider site to ensure that uses are integrated and accessible.

#### 3. Site Rationalisation

As part of Bentley's aspiration to create a campus environment, it is important to consider uses on site which do not support this expansion or vision. As such, a review of the site area has considered the rationale for acquiring and relocating the following uses:

- The Council owned Waste and Recycling Centre - the ambition of Bentley Motors is to include this area as part of campus environment. This will better enable expansion of manufacturing operations northwards, and create an environment that fully supports a new Bentley Museum at the gateway to the site adjacent to Middlewich Road. It is currently owned and operated by Cheshire East Council, so realising this ambition would require suitable alternative provision to be put in place
- CHK Holdings PLC (to the north of Pyms Lane) - to support the closure of Pyms Lane and to identify potential land for future expansion. The relocation and/or acquisition of CHK would allow Bentley to fully integrate its internal site and create a secure campus environment, whilst allowing Bentley to fully realise the vision to create a hub of design and engineering innovation to the north of Pyms Lane.



Aerial Plan (Source: Google Maps)

**DESCRIPTION OF THE EXISTING HIGHWAYS NETWORK**

Primary Route Network:

Bentley is located in north west Crewe and the company's current facilities lie to the north and south of Pym's Lane and to the east and west of Sunnybank Road. Pym's Lane forms a continuation of Badger Avenue which represents one of four routes that provide western connections into and out of Crewe. The other three existing routes are provided by

- i) Flowers Lane to the north of Leighton Hospital;
- ii) West Street / Coppenhall Lane immediately south of Pym's Lane (and additionally Valley Road); and
- iii) Nantwich Road to the south offering connections to / from Nantwich.

The A530 (Middlewich Road) is the principal route to the west of Crewe and offers connections to Middlewich to the north and Nantwich to the south. It also provides access to Leighton Hospital.

Sunnybank Road runs from Coppenhall Lane, at its southern end, over the railway and through to the Bentley factory, terminating at Pym's Lane.

Another significant east-west route is Victoria Avenue (leading into Wistaston Road) which runs due east from its signalised junction with Coppenhall Lane straight to the southern margin of the Town Centre at its junction with the far end of Dunwoody Way.

The alternative north-south route to the A530 (Middlewich Road) is Minshull New Road. It joins Barrows Green Roundabout to the north with West Street to the south. It forms a roundabout at its junction with Pym's Lane/ Badger Avenue.

The network described above is shown in the Plan to the left.

## BENTLEY MOTORS DRAFT DEVELOPMENT FRAMEWORK AND MASTERPLAN

# 7. CREATING A LONG TERM HOME FOR BENTLEY

### STRATEGIC HIGHWAYS NETWORK IMPROVEMENTS

The creation of an enlarged, secure campus for Bentley has the closure of Pyms Lane (e.g. the parts which do not provide access to residential properties or other non-Bentley interests) and the northern section of Sunnybank Road at its heart. Therefore, this Masterplan describes how any issues resulting from the two road closures will be positively addressed.

Significant improvements are already planned by the Council in order to improve the current local highways network in the surrounding area. These will reduce congestion currently experienced on the existing network, and also support the delivery of the development identified within the Cheshire East Local Plan Strategy. The proposed Bentley campus north of Pyms Lane lies within the Local Plan Strategic Site CS3 of Leighton West.

A major highway scheme is planned to facilitate the delivery of the development of site CS3 identified within the Local Plan - the Leighton West Spine Road. It will start at the main entrance to Leighton Hospital and connect with Minshull New Road at Rolls Avenue. The Leighton West Spine Road therefore provides an opportunity to deliver enhanced access to the Bentley campus in the future.

#### Implications of the Road Closures

It should be noted that there are three destinations for traffic situated on Pyms Lane. They are:

- Bentley Motors;
- The Council Depot, which has been sold to Bentley and will become part of the Bentley expansion and internal campus; and
- The Household Waste Site.

Given that Bentley currently employs more than 4,000 workers in Crewe, a significant level of traffic on Pyms Lane is directly associated with Bentley. Notwithstanding this, logically some existing traffic along Pyms Lane will be 'through' traffic.

Detailed traffic surveys have been undertaken to gain a clear understanding of the function of Pyms Lane and Sunnybank Road and the implications of closing sections of these roads to deliver the objectives of the Masterplan.

As well as the surveys, the Council has undertaken detailed highway network modelling to assess the implications of the road closures, and to understand the rerouting of through, non-Bentley traffic which currently uses Pyms Lane. This work looks at the short term and also the longer term to 2032 (including the growth in traffic, both from the Bentley expansion and delivery of the Cheshire East Local Plan).

As a result of this detailed modelling work, it has been concluded that, in the short term through the delivery of junction and corridor improvements at identified pinch points, the existing highway network can accommodate the traffic diverted from Pyms Lane and Sunnybank Road.

In the longer term, with the delivery of wider growth in the area, more significant mitigation would be required. The Council is looking at options for a new east-west link which ties in to the proposed Leighton West Spine Road. This is discussed in more detail below.

There are two existing bus routes which travel along Pyms Lane adjacent to Bentley. The number 78 route travels from Nantwich to Alsager (via Leighton Hospital and Sandbach) and the number 1 a and 1b route provides connections between Nantwich and Crewe (via Leighton Hospital). The bus routes would be easily locally diverted with no significant adverse effects in terms of serving the local community and journey times.

The current pedestrian activity along the sections of roads which will be closed and amalgamated into the Bentley site is mostly associated Bentley employees moving between different parts of the existing site. This is a function of the lack of journey destinations which are located to the west and north within walking distance. In any event, convenient alternative pedestrian routes exist. The Masterplan will also tie in to the Councils aspirations to provide new high quality cycle routes, which connect in to existing networks and new development.



Pyms Lane



**SHORT TERM HIGHWAYS MITIGATION MEASURES**

The plan across identifies the locations within which highway capacity assessments are required. This work would inform where improvements will be necessary to offset the impact of any traffic increases associated with the road closures in the short term.

The types of measures required have been identified for each particular location and will be devised in detail following full investigation. Types of possible improvements include:

- New traffic signing;
- Changing priorities;
- Remodelling junction geometry;
- Parking restrictions with provision of off-street parking; and
- Localised highway widening.

In terms of timescales, it is anticipated that the earliest that the highways works could begin is during the Summer of 2017. The programme will also take into consideration the proposed replacement of the STET Railway Bridge on the A530, to the south-west corner of the Bentley Campus by Network Rail, which is also programmed to take place in Summer 2017.

Locations for Highway Capacity Assessment:  
 (www.ordnancesurvey.co.uk/opendata/licensing.html)

**FUTURE EAST - WEST LINK ROAD DELIVERY TO SUPPORT LOCAL PLAN DEVELOPMENT**

The predicted traffic figures for 2032 indicate the need to provide a high-quality east-west Link Road to the north of Bentley to accommodate the traffic that would be generated by the new development envisaged within the Council's Local Plan Strategy.

The only options for an east-west Link Road lie to the north of the proposed Bentley campus, within the Leighton West Strategic Site CS3. Three corridors for the routes have been identified but only the southernmost is considered appropriate because of the unsuitability of the other two corridors due to land and access constraints. Preliminary designs have been conducted on nine different routes within the southern corridor. The optimum route selected connects Middlewich Road in the west with the future Leighton West Spine Road in the east. To the west of the new Cemetery and Minshull New Road, the new Link Road could form the northern boundary of the Bentley campus.

The proposed Link Road will carry the bus routes displaced from Pyms Lane and will provide the opportunity to deliver a northern entrance to the Bentley Campus. Hence, alongside connectivity benefits, these further advantages would be secured:

- A sustainable travel option is continued to be offered for the Bentley workforce in terms of public transport with the Link Road being future-proofed for any mass-transit service beyond the Local Plan timescale;
- The opportunity for the proposed Leighton West Spine Road to provide access to the future Bentley campus is realised;
- A northern entrance to the Bentley site, along with entrances at Pyms Lane and at Sunnybank Road will support travel to work on foot and by cycling. There is already an effective Cycle Scheme operated by Bentley which will be supported by the masterplan; and
- A southern entrance to the Bentley Campus at Sunnybank Road.
- Similarly, the strong local culture in Crewe for cycling to work will be supported.

The new Boulderstones Railway Bridge on the A530 will be widened to accommodate the extension of the Connect 2 Cycleway from Nantwich to the Bentley Campus, and beyond to Leighton Hospital. The Masterplan makes provision for Connect 2 to be routed along the western and northern boundaries of the campus before heading north to the Hospital via the new east-west link road.

## 8. THE MASTERPLAN

**Bentley is committed to remaining a quintessentially British brand that is recognised globally for quality, innovation and luxury. To support this, Bentley must develop its Crewe Headquarters into a site that can support the company's ambitious growth aspirations and deliver Bentley's flagship new product lines.**

**To deliver Bentley's aspirations, a Crewe Headquarters of the future must seamlessly integrate Bentley's traditional manufacturing operations with its innovative design, engineering, research and development and business sectors. To achieve this integration, the Crewe site must be fully integrated and connected as part of a single working site; in order to deliver a cutting edge, secure, efficient and productive advanced manufacturing facility.**

### THE MASTERPLAN VISION

Bentley's vision is to create a modern and efficient campus incorporating manufacturing, design, engineering and administrative functions into a single estate which is easily identifiable as Bentley and will represent their brand and their aspirations. This will create hubs of activity and knowledge sharing within the site helping to develop a dynamic and innovative community within the Bentley business.

The plan is a long term approach, partly due to the existing manufacturing facilities being spread around the existing site and the logic in retaining business continuity whilst developing the efficiency required in such a manufacturing plant.

The vision has begun to be realised through the development of a new car showroom (CW1), the construction of the new Business Building and the planning application for a new Engineering Technical Centre, Design Centre and Engineering Workshop which showcase the new outward looking, progressive face of Bentley.

The manufacturing site internally is also starting to go through significant change, leading to a more efficient, structured manufacturing process. New Painted Body Store and Paint Shop amendments are part of a detailed and complex series of changes that will carry through a number of years and integrate with the whole Bentley site.

In order for Bentley's aspirations to be fully realised however, there is a wider plan of expansion and integration. In order to create an integrated single site, the closure of both Sunnybank Road and Pyms Lane is essential as these roads currently split the Bentley site in to three distinct and disconnected plots. Should these closures be achieved a true campus environment will be created to enable Bentley to showcase itself as the world class hub of design, engineering and manufacturing that the brand represents. This will ensure that Bentley can attract and retain the best talent from around the world and locally.



Bentley, Engineering Technical Centre CGI





Topping out Ceremony - New Business Building 25 Pyms Lane



Porsche Sculpture, Zuffenhausen Roundabout



CW1 House

**DESIGN CONSIDERATIONS AND OPPORTUNITIES**

Bentley’s aspirations are to portray a more contemporary façade in terms of its business to help generate a younger customer profile to go with the typically more mature existing base. This goes hand in hand with creating a facility which will draw in the best design and engineering talent in the industry to complement the existing local specialisms.

The existing site consists of a mix of bland industrial and brick buildings together with a locally listed Art Deco Style building which houses the main visitor’s reception. The building has been modified over the years to provide a more appealing aesthetic with a rendered central portion and a large glazed canopy. None of the buildings are of significant interest architecturally.

New buildings therefore will create the scale and character of the Bentley site rather than echo the loose historic context of the site.

The first part of this evolution of the site was the CW1 House (Bentley Showroom) located at the west end of Pyms Lane. This building is a glass box in a contemporary style with very simple clean lines and an engineered aesthetic. Bentley see this as the first in their new vision for the site. Following this the newer buildings forming the Engineering Technical and Design Centre currently submitted for planning follow a similar style with large areas of glass clean lines and with additional large scale regular white cladding details. The Business Building also follows a similar style with the white and grey colouring of the Engineering Technical Centre and a simple shape.

Whilst future buildings are likely to follow this style it is noted that a building style is not necessary or even ideal for creating a single site. In fact variety creates interest and diversity and therefore a balance of homogeneity and variation should be considered for expansion particularly for non-manufacturing buildings.

The arrival experience is extremely important to Bentley and is likely to be created at the west end of Pyms Lane. This could be in the form of a sculpture, bridge and or a new island on the junction of the Pyms Lane and A530. This will provide a clear gateway in to the site and an opportunity to deliver an iconic piece of art or structure that will convey civic pride and confidence.

Currently soft landscaping within the site is sporadic in nature, and mostly located adjacent to Pyms Lane. Portions can be utilised by staff as amenity space. However, with the requirements of security around the site, particularly with the existing boundary fences, this is limited in nature and usability. The newly proposed buildings to the north are more open to Pyms Lane, without a full line of fencing to the frontage. However, this has resulted in landscaping design being more defensive, used as a barrier rather than for the use of staff or for pure aesthetics. Once Pyms Lane is included within the site, the landscaping opportunities will be far greater. An integrated, fully considered design can be developed which will soften the approaches to the buildings and help tie the current and future developments together.

The major opportunity here is to help develop the image of Crewe and the wider area into a modern conurbation which encourages new business and industry and is able to outwardly reflect that in architectural design. There is no doubt that the proposed buildings will change the character of this area but this should be seen as a wider benefit in every aspect bringing a vitality and modernity to this part of the town.

New designs within the Masterplan area need to respect the open views and topography of the locality but consideration must also be made of the industrial nature of many of these views including the Bentley manufacturing site itself and the proliferation of large electricity pylons and cables running through the site which add considerably to the industrial aesthetic.

New and existing residential areas are located to the north and east of the site therefore the scale of proposed developments within the Masterplan need to respond to these accordingly in scale and nature. The layout of the expansion and choice of buildings will also reflect the use hours of work emissions and noise. Industrial functions will be located further from the residential areas.

## 8. THE MASTERPLAN

### THE MASTERPLAN RESPONSE

The closure of Pyms Lane and Sunnybank Road are critical to the realisation of the Masterplan. The fracturing of the Bentley facility by these roads is currently a major disadvantage to the business in terms of logistics, the presentation of the site and the efficient collaboration and exchange of ideas across the wide spectrum of skills on site.

The closure of these roads will enable the wider Masterplan aspirations to really have an impact on the way that Bentley works on a day to day basis as well as its outward appearance to the world. A high level of architectural design and planning will be needed to integrate the disparate uses of buildings and spaces in to a cohesive development. From the juxtaposition of the existing buildings, together with the newer proposals, it suggests that the central hubs and focus of the masterplan should be located along the line of this road which splits manufacturing and design within the site.

The recent planning application reacts to this with the larger Engineering Technical Centre forming the building in the centre of the site. This building is seen as important visually to Bentley as it will form the centrepiece of the site. Lower buildings lie either side to reflect not only the residential buildings to the east, but also the significance of the Engineering Technical Centre Building. New buildings within the wider development are likely to be lower rise, retaining the height in this central part.

The reason for the closure of Pyms Lane is clear to see in this vision, but equally, the closure of Sunnybank Road is integral. In the first instance, the closure of Pyms Lane leaves the Sunnybank road as redundant as it will have no destination, but the expansion of the manufacturing facilities require the processes to carry over what is essentially a barrier and bottleneck in the flow of car assembly.

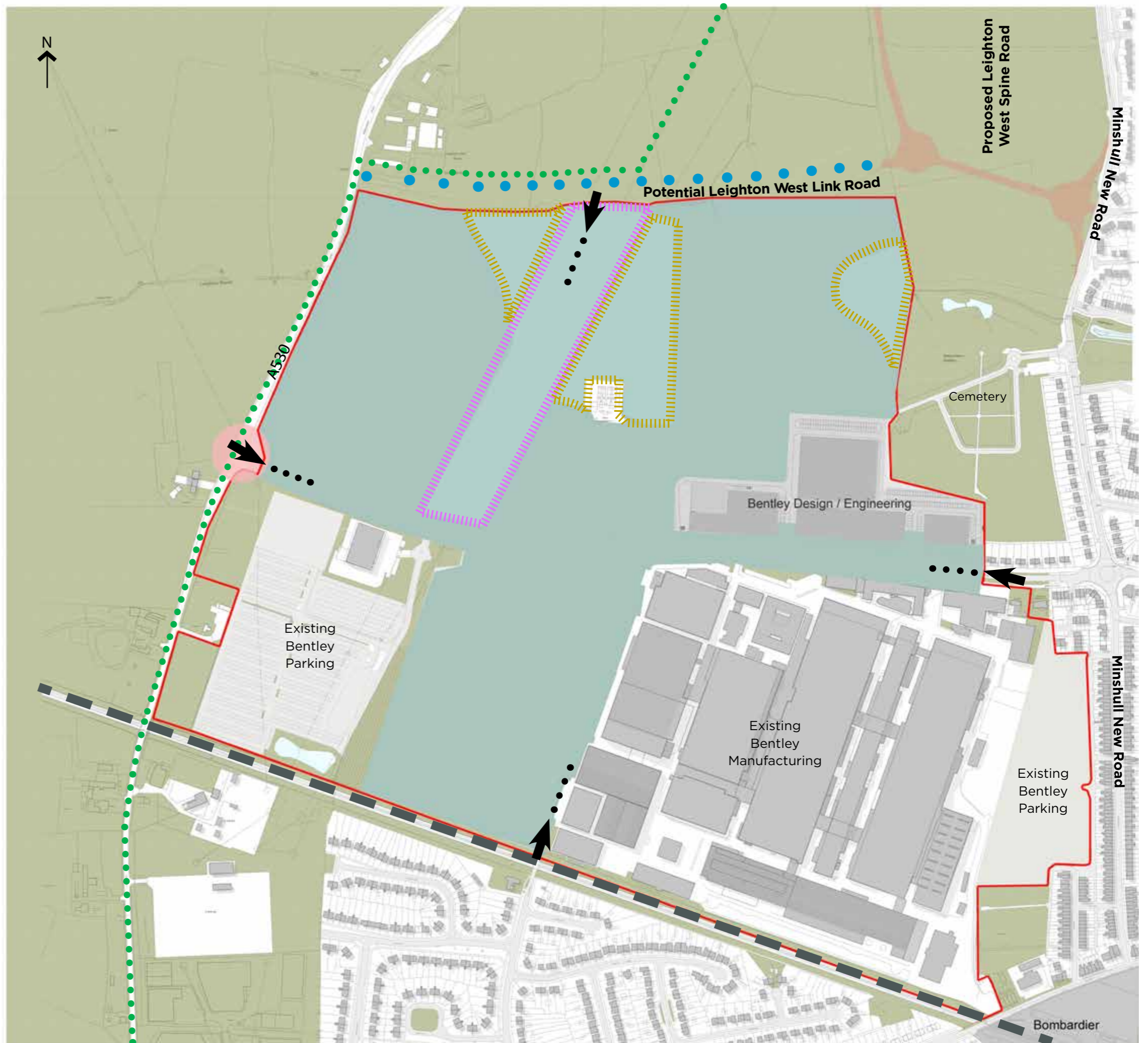
The site to the north of the proposed Engineering Technical Centre development is planned for additional Bentley fleet carparking. Currently, cars are stored around the site anywhere that can be found as suitable due to space limitations. During the remodelling of the manufacturing facilities, these spaces will become fewer and with the increase in production and, therefore additional space is required to store cars on site safely and securely.

To the north and east of the site (north of Pyms Lane), where the CHK Holdings and Waste Facility are currently located, an opportunity exists to further develop Bentley's engineering, design and manufacturing operations into the future. The development of these sites will contribute to a more integrated, secure and comprehensive campus environment.

Further north, there is potential for future long term expansion of the Bentley Campus up to a new link road. The proposed link road would connect Middlewich Road with a new Leighton West spine road that connects Minshull New Road with Leighton Hospital and the A520 to the north.

Overall, the Masterplan and vision provides a long-term framework for the future development of Bentley's Crewe site. Whilst indicative in nature, the Masterplan sets out how the integration of the wider site could deliver a true Campus style environment that will support and secure the long term growth of Bentley in Crewe.

- Proposed Bentley Expansion Site
- Restricted by Steep Contours
- Restricted by Electricity Pylons and Contours
- Gateway To Bentley Site Potential Artwork
- Site Entrance
- Potential Connect 2 Crewe Cycleway Extension
- Rail Line
- Development Boundary
- East / West road



(Original Source: Pro Map)

## 9. CONCLUSIONS

**This Development Framework and Masterplan provides the platform to deliver a modern advanced manufacturing operation which supports Bentley as the world's leading manufacturer of luxury cars and a core component at the heart of the Crewe's economy. The vision for the site will seamlessly integrate Bentley's traditional manufacturing operations with its innovative design, engineering, research and development and business sectors.**

To support the vision and long term and sustainable growth of Bentley in Crewe, the current Crewe site requires reorganisation and review to make it fit for the purposes of a modern integrated design and manufacturing operation. In summary, this Development Framework and Masterplan will support the delivery of:

- 1. New land for future technical and manufacturing operational expansion;**
- 2. The closure of Pyms Lane and Sunnybank Road to support the integration of design, engineering and technical disciplines with the existing manufacturing operations and the wider site to create a campus environment; and**
- 3. A rationalised site, via the relocation and a reorganisation of existing uses to enable the potential of the current site to be realised.**

Realising the vision for the site is imperative in consolidating the future of Bentley in Crewe. It is critical to supporting more than 4,000 workers and more than 80 supply chain businesses that depend on the continued operation and growth of Bentley Motors in Crewe and across the region.

It is anticipated that the development of a secure, efficient, integrated and productive Bentley site will continue to deliver exceptional benefits to Crewe and the region by generating employment growth, attracting inward investment and supporting the growing base of knowledge driven industries in Cheshire East. Endorsing and ultimately delivering this Development Framework and Masterplan will ultimately support:

- **The growth aspirations of Crewe as a key driver in the South of Cheshire East, driven by the advanced manufacturing sector and the proposed arrival of a new HS2 hub in Crewe.**
- **A more efficient, secure and productive Bentley operation that can realise the company's aspirations for growth.**
- **Investment in knowledge based industries and advanced manufacturing.**
- **Potential new jobs for Crewe and the region.**
- **Major inward investment into Crewe and the wider region.**
- **Flow on investment and job creation in the supply chain.**
- **An aspiration to create a new Bentley Museum that will increase tourism to Crewe and the region.**



Bentayga

**THE MASTERPLAN PROCESS**

Working in conjunction with Bentley, the Council has produced this draft Development Framework and Masterplan for public consultation. This public consultation will run for six weeks and will be undertaken in line with the Council's Statement of Community Involvement. The purpose of this consultation is to seek the views of the local community and other key stakeholders on the guidance contained in this document, and the masterplan proposals. Anyone wishing to make representations should do so via the Council's website.

Once all comments have been received, these will be considered by the Council and any necessary revisions will be made to the Development Framework and Masterplan. Once amended, the revised document will be put before the Council's Cabinet for final approval and endorsement. Following this, the document will be used as a consideration in the determination of any future planning applications made in respect of the site.

**SUBMISSION OF FUTURE PLANNING APPLICATIONS**

The Council operates a pre-application advisory service which all applicants are encouraged to utilise, particularly for major developments. This will confirm the precise information requirements in terms of supporting information, studies and technical assessments, as well as the scope of any Environmental Impact Assessment (EIA). Further guidance on likely application requirements can also be found at Appendix A.

The Council will expect applicants to demonstrate effective engagement with the local community, parish and town councils, and other key stakeholders including statutory and non-statutory bodies as appropriate. The steps taken and their influence on the submitted scheme should be submitted with any planning application as part of the Statement of Community Involvement.

Timeline
1 The Development Framework and Masterplan is put out to Public Consultation for 6 weeks. ↓
2 All comments received from the public are considered by the Council. ↓
3 The Development Framework and Masterplan is reviewed and revised where necessary based on the comments received. ↓
4 A Final Development Framework and Masterplan put before the Council's Cabinet for final approval. ↓
5 If the Development Framework and Masterplan is endorsed, it will become a material consideration in determining future planning applications.





# APPENDIX A

## PLANNING DOCUMENTATION

### THE FOLLOWING DOCUMENTS ARE LIKELY TO BE REQUIRED TO ACCOMPANY FUTURE PLANNING APPLICATIONS.

- PART 1 APPLICATION FORMS
- CERTIFICATE OF OWNERSHIP
- LOCATION PLAN, SCALE 1:2500, SITE EDGED RED, OTHER LAND IN SAME OWNERSHIP EDGED BLUE
- EXISTING AND PROPOSED SITE PLANS
- EXISTING AND PROPOSED FLOOR PLANS AND ELEVATIONS
- STREET SCENE PERSPECTIVES
- ENVIRONMENTAL STATEMENT\*
- TREE SURVEY AND TREE REPORT
- LANDSCAPE AND VISUAL IMPACT ASSESSMENT
- LANDSCAPE MASTERPLAN
- LANDSCAPE DESIGN REPORT (TO INCLUDE A LANDSCAPE STRATEGY AND LANDSCAPE DESIGN PRINCIPLES FOR EACH DEVELOPMENT AREA AND OTHER SITE COMPARTMENTS - PARKLAND, WOODLANDS, ETC)
- ECOLOGICAL REPORT(S)
- PLANNING STATEMENT
- DESIGN AND ACCESS STATEMENT
- HERITAGE STATEMENT
- SUSTAINABILITY STATEMENT
- FRAMEWORK TRAVEL PLAN
- TRANSPORT ASSESSMENT
- DRAINAGE AND FLOOD RISK REPORTS
- CONTAMINATED LAND REPORTS
- EMPLOYMENT LAND REPORT
- SPORTS NEEDS ASSESSMENT
- STATEMENT OF COMMUNITY INVOLVEMENT
- VIABILITY APPRAISAL
- DRAFT LEGAL AGREEMENT

The Council's validation checklist can be found on the Council's website at the following link:-

[http://www.cheshireeast.gov.uk/environment\\_and\\_planning/planning/planning\\_application\\_advice/making\\_a\\_planning\\_application/what\\_do\\_i\\_need\\_to\\_submit.aspx](http://www.cheshireeast.gov.uk/environment_and_planning/planning/planning_application_advice/making_a_planning_application/what_do_i_need_to_submit.aspx)

### \*ENVIRONMENTAL STATEMENT

The ES is a legal requirement for large development proposals. It is a means of drawing together, in a systematic way, an assessment of a project's likely significant environmental effects. This helps to ensure that the importance of the predicted effects, and the scope for reducing them, are properly understood by the public and the Council. Environmental Statements tend to be highly technical and lengthy documents. To make these more accessible to the non-professional reader there is a requirement for a Non-Technical Summary to also be submitted. The Environmental Statement should describe the likely environmental effects of the redevelopment both during demolition and construction works and also when the development is complete. It should look at issues such as Transportation and Access, Noise and Vibration, Air Quality, Ground Conditions and Contamination, Surface Water Resources and Flood Risk, Visual Impact, Archaeology and Cultural Heritage, Ecology, and Cumulative Impacts. Measures which have been taken to avoid or reduce negative effects to the environment (i.e. mitigation measures) are identified where necessary.





## APPENDIX 2

### **Bentley Development Framework and Masterplan**

#### **Statement of Consultation**

January - February 2016

#### **1 Introduction**

- 1.1 This Statement of Consultation sets out the details of publicity and consultation undertaken to prepare the Bentley Development Framework and Masterplan to date, and outlines the further consultation proposed prior to finalisation and approval of that document.
- 1.2 Whilst the Bentley Masterplan is not intended to have the full status of a Supplementary Planning Document it is still intended that consultation and publicity be undertaken to inform the Masterplan, so that it can form a material consideration when determining future planning applications relating to the site. The Masterplan will also feed into the production of the Council's Site Allocations and Development Policies Document.
- 1.3 Regulations 12 and 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the public participation requirements for producing formal Supplementary Planning Documents. These require that a 'Statement of Consultation' is made available alongside the Supplementary Planning Document for consideration. Whilst the Bentley Masterplan will not be adopted as a formal Supplementary Planning Document, this Statement of Consultation has been prepared to outline the relevant consultation which has been and which will be carried out.
- 1.4 The Cheshire East Local Development Framework Statement of Community Involvement (adopted 14<sup>th</sup> October 2010) sets out how Cheshire East Council intends to involve all sectors of the community in the planning process. This includes stated intentions regarding consultation and opportunities for public participation in the production of formal Supplementary Planning Documents.

#### **Relevant Consultation Undertaken to Date**

- 2.1 The Council's Statement of Community Involvement states that 'focused consultation with appropriate stakeholders may be undertaken' during the pre-production evidence gathering stage. In the case of the Bentley Masterplan, the following consultation has been carried out to date:

- Highways

- Strategic planning
- Development management

### **Proposed Consultation on the Draft Document**

- 3.1 The Council's Statement of Community Involvement sets out that for formal Supplementary Planning Documents the following will be undertaken prior to adoption:
- Hard copies of the draft document and associated documentation will be made available for inspection at Council offices at Westfields in Sandbach, Macclesfield Town Hall, Delamere House in Crewe, as well as at Cheshire East libraries.
  - The draft document and associated documents will be published on the Council's website and consultation portal
  - Public notices will be placed in newspapers and on the Council's website
  - A press release will be issued
  - Letters or emails will be sent to those on the Local Development Framework database
  - Briefing sessions to be held with key stakeholders (see Appendix 1)
  - A drop-in exhibition will be held at Bentley
- 3.2 In addition, the Statement of Community Involvement suggests that further consultation activities may be carried out in the form of exhibitions, presentations, questionnaires/ surveys, focus groups, or workshops.
- 3.3 Whilst the Bentley Masterplan is not to be adopted as a formal Supplementary Planning Document, it is intended that public consultation be carried out to a similar level as follows, subject to approval by Cheshire East Council Cabinet to subject the Bentley Development Framework and Masterplan to a period of public consultation.
- Hard copies of the draft document and associated documentation will be made available for inspection at Council offices at Westfields in Sandbach, Macclesfield Town Hall, and Delamere House in Crewe, as well as at Crewe Library
  - Hard copies will be sent to Crewe Town Council, Wistaston Parish Council, Minshull Vernon and District (includes Leighton and Woolstanwood Parish)
  - The draft document and associated documentation will be published on the Council's website and consultation portal
  - Emails will be sent to those on the LDF database with an email address
  - Letters will be sent to any key organisations on the LDF database without registered email addresses

- Notices will be placed in the Crewe Chronicle, Crewe Guardian and on the Council's website
- A press release will be issued to the Crewe Chronicle and Crewe Guardian

3.4 Anyone wishing to make a representation will be encouraged to do so electronically via the Council's consultation portal. Representations submitted in writing by letter will also be submitted.

#### **4 Impact of the Consultation**

4.1 All representations submitted in relation to this consultation within the specified 6 week period will be carefully considered by officers. The consultation draft version of the Masterplan will then be reconsidered in light of those representations with revisions made as appropriate. Any revisions will be made with regard to public representations, planning policy and other material considerations.

4.2 Following the revision of the Masterplan, officers will seek approval from Cheshire East Council's Cabinet to adopt and endorse the final version. A summary of key issues raised as a result of the consultation will be reported alongside the final proposed version of the document for consideration by Cabinet.

4.3 Once approved by Cabinet in its final form, the document will be published and will be used as a material consideration when determining planning applications relating to the site.

**PROPOSED KEY STAKEHOLDERS**

- Crewe Town Council
- Wistaston Parish Council
- Minshull Vernon and District (includes Leighton and Woolstanwood Parish)
- Leighton Hospital
- Leighton Academy and Nursery
- The Oaks Academy
- Police, Fire and Ambulance
- Arriva and D&G Bus service
- Network Rail
- CHK Ltd Engineering
- Bloor Homes
- Engine of the North
- ANSA
- Cemetery
- Residents on Pyms Lane
- Guide Hut, Pyms Lane

# Cheshire East Council

## Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Executive Director Place
<b>Subject/Title:</b>	Quality of Place
<b>Portfolio Holder:</b>	Cllr Rachel Bailey, Leader of the Council

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### 1. Report Summary

- 1.1. 'Quality of Place' is a measure that focuses on the connection of environment and place. It deals with the quality of the built and natural environment, its interaction with people living in the area, the ability of individuals to make a life there and the vibrancy of the area and its culture. It is therefore central to delivering the Council's objectives, ensuring that growth is balanced with quality and that prosperity helps deliver the distinctive attributes that continue to make the place special.
- 1.2. This report addresses the strategic value of this concept, on the basis that successful places are often able to influence or tailor these attributes to the benefit for residents and the prosperity of area. Embedding Quality of Place at its heart will help define the Council's approach to future policy setting. It proposes that Quality of Place be adopted as a strategy for the Council that will assist it to achieve its aims and objectives as articulated in the Council's Corporate Plan.

### 2. Recommendation

- 2.1. It is recommended that the Cabinet:
  - Adopts the principles relating to Quality of Place outlined in this paper as the overarching strategy for the council.
  - Agrees that 'Quality of Place' is used to inform a revised corporate plan for the Council
  - Notes that 'Quality of Place' will also be used as the key driver behind the refresh of Local Enterprise Partnership's Strategic Economic Plan
  - Notes that a draft revised corporate plan will be prepared for Cabinet consideration in due course

### **3. Other Options Considered**

- 3.1. Two relevant pieces of research have helped to inform consideration of the factors that need to be considered in adopting a strategic approach to 'quality of place'. A report on 'The growth benefits of maintaining and enhancing Quality of Place' has been prepared by KPMG which was commissioned by the Cheshire & Warrington LEP, while the National Trust has undertaken research which considers the quality, significance and value of landscapes in the northern part of the Borough.
- 3.2. Both validate the need to address 'quality of place', as under-pinning what we already have, as an important driver of the borough's future and as a major contributor to 'place making' to ensure continued growth and success.
- 3.3. In adopting it as a strategic driver, the Council will continue to have access to a variety of consultation mechanisms to help understand the aspects which are most important to businesses and residents.

### **4. Reasons for Recommendation**

- 4.1. Cheshire East is already a great place to live, work and visit. The Council aims to sustain that success into the future for our residents through a focus on 'quality of place'. It will help to define future policy, supporting delivery of outcomes that promote our future prosperity while retaining the qualities valued by our residents and businesses.
- 4.2. Furthermore, Cheshire East is a strong performing Council, delivering for its residents. 'Putting Residents First' helps the Council to understand what residents and businesses need and to respond appropriately to provide the best possible Service. Putting 'quality of place' at the centre of future strategic priorities for the Council will provide a longer term strategic framework for its planning, helping it to continue delivering positive outcomes for its residents and businesses.

### **5. Background/Chronology**

- 5.1. It is generally accepted that 'quality of place' contributes to the economic well-being of an area by outlining the characteristics that can hold it apart from its neighbours and competitors. Studies have shown how innovators and entrepreneurs are attracted to creative, cultural and beautiful places. In delivering economic growth in the area's economy, we must ensure that the components of quality places keep pace with our growth ambition, whilst retaining the characteristics that support our existing success or those that are valued by our residents.
- 5.2. It is accepted that 'quality of place' positively influences and encourages investment. There are direct links to job growth and the nature of the key businesses sectors that are attracted to an area. It stimulates economic

energy by attracting employees and young families, to an area as well as helping to retain existing skills and talent.

- 5.3. As well as attracting 'young wealth creators', it can contribute to the existing and ageing population being able to proactively contribute to the economy as they would wish (including paid employment and volunteering). These are aspects of value to both Cheshire East and the wider area. Much of Cheshire shares a 'quality of place' that helps to differentiate it from its neighbours and is an important strategic and economic determinant.
- 5.4. As well as supporting the prosperity of its residents and businesses, 'quality of place' can help create and communicate the 'identity' of a place. The cultural offer, quality of our natural & built environment, vitality of our towns and reputation for business, creativity, educational standards, lifestyle and wellbeing all contribute. Distinctiveness of identity influences perceptions and supports place marketing opportunities.
- 5.5. There is a clear interaction between economic growth, 'quality of place' and maximising the health of the population (and thus the workforce). Quality places promote healthy lifestyles, good use of leisure time and cultural vibrancy influencing physical and mental well-being.
- 5.6. In relation to housing and living spaces, a focus on quality of design and appropriate development, can help increase return on economic and social value, but at the same time we need to ensure that there is right mix housing available to meet the needs of all people (e.g. a variety of tenures is required). Delivery of quality housing and living space could in itself influence locational decisions, increase social capacity, civic pride and respect. Design guides and the consultation related to their development can help inform design quality of the built environment.
- 5.7. Furthermore, we need to embed 'quality of place' into master-planning and regeneration- an approach currently being considered in the Crewe master-planning. This strategic approach will seek to deliver well designed and maintained public spaces in any new development with a focus on design quality. It will require a strategic focus on quality and accessibility of green spaces and greenways, seek leverage in new uses for heritage assets, provide support to town-centre initiatives such as 'tech hubs' and digital connectivity and focus on quality and occupation levels in retail. A strategic goal of a strong cultural offer, events and public art can help to animate places, strengthening community engagement and identity.
- 5.8. As an example, Crewe provides a unique opportunity to build on an economic potential supported by strong connectivity, a focus on skills and learning, an emphasis on quality of new design and environment and a 'city scale' cultural offer.
- 5.9. In Macclesfield it is recognised that its heritage, culture and the creative sector can support regeneration and investment and promote Macclesfield

as a great place to live, visit, and work. This significantly contributes to its distinct character and quality of place, playing a key role in its appeal to residents, visitors and investors.

- 5.10. For both the Council and its sub-regional partners, including the Local Enterprise Partnership (LEP), there is a real opportunity to ensure that 'quality of place' provides an economic driver that informs economic strategy. This is already informing consideration of the LEP's Strategic Economic Plan.
- 5.11. The KPMG research identified two key areas of opportunity: firstly, maintaining the current quality of place in those areas where it is felt to be strong, such as quality of countryside, strong cultural offer, independent retail and connectivity. This may need to be supported and promoted to ensure that this strong offer continues and becomes more of a 'Trademark' of the area and continues to attract the highly skilled workforce and quality businesses as competition across the UK intensifies.
- 5.12. Secondly, bringing focus to new development areas to ensure that Quality of Place is a key factor in objectives and themes and that these are clearly targeted to address any areas of weakness and in particular to meet the needs of a more diverse and younger population and to capitalise on future investment into the region such as HS2.

## **6. Wards Affected and Local Ward Members**

- 6.1. All

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

- 7.1.1. The Corporate Plan 2016-2020 sets out six clear outcomes, informed by the 'Residents first' values. 'Quality of place' can provide a significant strategic driver in achieving these outcomes, connecting directly with our organisational values and helping to shape the prosperity and wellbeing that our residents, visitors, workers and investors require.
- 7.1.2. At a strategic level, the Local Plan, Greenspace strategy, rural strategy, Visitor Economy strategy, Sustainable Community Strategy, Health & Wellbeing Strategy, Municipal Parks Strategy, Macclesfield Heritage & Culture Strategy, Cultural framework, Neighbourhood plans, design guides & public art strategy (eg supplementary planning documents), rights of way improvement plan, etc., are all in place or at various stages of development. Putting 'quality of place' at the centre of our thinking would build on our 'Residents first' values and help us achieve our outcomes within a coherent strategic approach. Quality of place also has a wider strategic value with relevance to cross-boundary working, strategic economic planning and potentially to discussion of devolution.



## **7.2. Legal Implications**

7.2.1. None

## **7.3. Financial Implications**

7.3.1. None

## **7.4. Equality Implications**

7.4.1. None

## **7.5. Rural Community Implications**

7.5.1. The emphasis on 'quality of place' has a significant relationship with any consideration of rural strategy. This is in respect to both the quality of rural places for our residents and businesses and the contribution that the rural area makes to 'quality of place' overall, including perceptions of Cheshire East and related locational decision-making.

## **7.6. Human Resources Implications**

7.6.1. None

## **7.7. Public Health Implications**

7.7.1. Quality of Place can have significant impacts upon the health of a population, with high quality built environments, urban and green spaces known to contribute to improved mental and physical wellbeing. Through the design of and access to such quality environments, there is a positive mental and physical wellbeing impact as people are more likely to be proactive in enjoying the quality places within which they live or that they are visiting. Through a strategic focus and planned design and delivery of quality places there is likely to be a reduction in air pollution, improved active travel options, better quality and more accessible green spaces, improved housing, improved community safety, and a better developed sense of place and community. In addition the economic benefits will be felt by local people able to access job opportunities with the positive impacts upon the wider determinants of health that this brings.

## **7.8. Implications for Children and Young People**

7.8.1. The significant contribution schools make to their community is highly valued and recognised. Good quality schools are an important contributor to the perceived quality of an area. They also provide important venues and meeting points for a range of family and community activities. They are often an important driver for attracting families into an area and can help to ground residents socially within their local community.

## 7.9. Other Implications (Please Specify)

7.9.1. Quality of Place is central to the strategic priorities of the Place Directorate: It shapes the Council's approach to 'Place Making' through:

- Strategic regeneration, economic growth & prosperity
- Design guides
- Homes and neighbourhoods
- Connectivity- Transport, Digital and Communities
- Protecting and enhancing the built and natural environment including rural
- Business support and economic development
- Leisure, culture and heritage
- Support people in to work- skills, apprenticeships etc

7.9.2. It also shapes the Directorate's approach to 'Place Management', providing effective and efficient services (e.g. planning, enforcement, highways, asset management, housing, Countryside management and Rights of Way). The value of our quality of place is communicated and exploited through 'Place Marketing' to benefit our Visitor Economy, inward investment, strategic events, international trade and investment and locational decision-making, working closely with our sub-regional and national partners.

## 8. Risk Management

8.1. Adopting Quality of Place as the strategy for the Council will provide a longer term strategic framework for its plans, helping it to continue delivering positive outcomes for its residents and businesses

## 9. Access to Information/Bibliography

9.1. Further information can be obtained by contacting the report writer

9.2. Background documents:

Report on the growth benefits of maintaining and enhancing Quality of Place: Cheshire & Warrington LEP (KPMG) 2016

Cheshire East Landscape Scale Partnership: *National Trust* 2016

## 10. Contact Information

Contact details for this report are as follows:

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**Designation:** Head of service  
**Tel. No.:** 01625 374415  
**Email:** [Brendan.flanagan@cheshireeast.gov.uk](mailto:Brendan.flanagan@cheshireeast.gov.uk)

## Cheshire East Council

### Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Steph Cordon, Head of Communities
<b>Subject/Title:</b>	Connected Communities
<b>Portfolio Holder:</b>	Cllr Paul Bates, Communities and Health

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#### 1. Report Summary

- 1.1 The attached document is a framework which sets out the broad outline of how we want to engage with our communities including the voluntary and faith sector and the many active volunteer based partnerships. The five connected themes shown at 1.6 will be developed in much more detail and co-produced with our communities and the voluntary and faith sector for consideration by Cabinet over the next few months.
- 1.2 We want to be a Council that is driven by our FIRST Values and delivers against our key outcomes. This can only be achieved through connecting with people on an equal footing and listening to what our communities, vulnerable residents the voluntary and faith sector need and how they see these needs being met. It will not always be the case that the Council is best placed to deliver these ourselves or fund it. However, this framework sets out how working with others we can truly engage in meaningful partnership working and co-production with our communities and voluntary and faith sector to do the right thing and make a difference.
- 1.3 We want to bring this practical framework to life and so co-producing the themes and the plans with the community and voluntary and faith sector will demonstrate that this isn't just words but action. For example, in the Connected to People theme, Cabinet have already agreed the Crewe Neighbourhood Action approach which demonstrates how working with the community we are tackling really problematic issues. Alongside this, the newly launched South Cheshire Multi-Cultural Forum members will present to Cabinet in March 2017 how they see the future of working with us to ensure that services are developed to meet specific needs and how the forum want to do things for communities themselves. A volunteer programme has been established called Community Connectors whereby, people help others whose first language isn't English to access services. We currently have local schools where 40 different languages are spoken showing how diverse our communities now are. These will connect with these schools and the parents. We also know that people need support to access health services for a range of reasons and so a key aim is to help people register with a Doctor and be able to have someone who can interpret for them.

Working with GPs we are aiming to work around GP surgery clusters working with the integrated social care and health teams.

- 1.4 Our successful volunteer driven Town Partnerships will be presenting their achievements to Cabinet in January 2017 as part of Connected to Neighbourhoods. These are locality based with small amounts of funding from the Council who bring in further investment in grants to deliver projects.
- 1.5 The Council is committed to support our voluntary and faith sector to generate income from other sources and enabling them to prosper without the dependence on limited council funding.
- 1.6 We believe that through our ambitious strategy our energetic, active and passionate communities can narrow the gap between social problems and solutions which can range from social isolation, an ageing population, and pockets of real deprivation. We can work with these communities and partners to create an environment for social change. It can only happen though through connecting with our communities and this paper sets out the strategic framework.
- 1.7 As mentioned above our Connected Communities strategy has five key themes within it:
  - **Connected to People**
    - helping people in communities to become more connected to others.
  - **Connected to Services**
    - delivering services differently, with more community outreach services.
  - **Connected to Neighbourhoods**
    - strengthening networks and partnerships across neighbourhoods, towns and villages.
  - **Connected to Voluntary, Community and Faith Sector organisations**
    - developing the VCF sector infrastructure and our links to thematic communities.
  - **Connected to decision making**
    - local people influencing decision making, policy and the way we commission services.

## 2. Recommendation

2.1. That Cabinet approve:

- (i) The Connected Communities Strategy
- (ii) The allocation of £307,000 from the existing Partnerships and Communities Budget, which can be met through department reserves, to the delivery of the strategy.
- (iii) Delegate to the Head of Communities, in consultation with the Portfolio Holder for Communities and Health, the commissioning of a VCFS Infrastructure Service, including the award of the contract to the successful bidder

### **3. Other Options Considered**

- 3.1 The various elements within the Strategy, have been approved by Cabinet and have their own strategies and action plans approved or under development. The purpose of this strategy is to set out our corporate approach to Community Engagement and bring work together, showing how current initiatives work together.

### **4. Reasons for Recommendation**

- 4.1 To update on progress and agree a corporate approach to Community Engagement, focussed on ensuring people and community organisations are embedded within local networks, providing mutual help and support.

### **5. Background / Chronology**

- 5.1 Cheshire East is a place with great potential and an increasingly diverse community, and this strategy sets out how we can grasp the opportunity to ensure that our communities are supported and integrated to make the most of future opportunities. Cheshire East Council has from its inception, had a strong commitment to developing strong communities, and this strategy focuses on demonstrating that community leadership, how we believe well-connected communities can sustain community activity, drawing on lessons from a successful past .
- 5.2 We don't aspire to just be good at engaging with our communities we want to be exceptional. We can define this by solutions to issues coming from the community as we believe that these will be feasible, culturally appropriate and affordable. If we adopt this approach, we believe that effective engagement of our communities in solution finding will mobilise them to solve other problems and increase their own community support networks. This is coupled with us looking at doing business with the sector in simpler ways especially those that are smaller providers. Our approach to commissioning in adults, children's and public health is being looked at in terms of integration and an evidenced based approach. This will encourage, support and inspire partnerships between the council and communities.
- 5.3 We want to support by providing information, infrastructure, networks and skills to help community and social enterprise grow, and overcome any hurdles our communities identify. Our renewed emphasis on results and outcomes will also enable our communities to be much more engaged in what we do and commission. The recent example of Participatory Budgeting using public health money and asking local people to design activities that they thought would improve people's health in some of our most deprived areas with worst health outcomes has been hailed as national and local best practice. We will harness the great political and community will for innovation that came out of this and take the best ingredients and use them to influence how we and others can use public money and resources to best effect.

- 5.4 The Strategy sets out our shared journey, to ensure we have Connected Communities across Cheshire East, where people and community organisations are embedded within local networks, providing mutual help and support. Connected people and communities strengthen our community assets, reduce social isolation and enable local people to experience greater wellbeing.
- 5.5 Our deal with communities sets out a series of pledges, which in return needs residents and communities to play their part too. The Deal is an informal agreement between the Council and everyone who lives or works here to work together to create a better borough. We have made significant savings over recent years, but still have major challenges ahead, and the purpose of Our Deal with Communities, is to agree with residents and communities how we can work together to balance our books and deliver the services in a sustainable way. We see our role as one that concentrates on producing public value, not on controlling the means of producing it. We will be really energetic in working with communities to develop the deal together and we will set up systems that ensure quality outcomes and much less dominant in accomplishing those outcomes. We want to also promote individual responsibility for themselves and their lives and want to be uplifting and supportive in our approach with a well founded belief in the person and their potential to be independent.
- 5.6 The following provides the detail behind the five areas of the Connected Communities Strategy:
- (i) **Connected to People** includes a range of initiatives including Community Cohesion, Community Connectors, Neighbourhood Action, Community Navigators, Social Isolation and Mentoring. Action Plans for Community Cohesion (including Community Connectors) was approved by Cabinet in September 2016 and plans to tackle Fly Tipping and Neighbourhood Action in Crewe, were approved by Cabinet in October 2016. Reports on the other initiatives will be presented shortly. A key issue to implementing Connected to People is facilitating change behaviour within our communities, and we will be leading a range of change behaviour initiatives and campaigns.
  - (ii) **Connected to Services**, focuses on changing the way services are delivered. This includes supporting communities to deliver more, whilst the Council delivers more early intervention and prevention services through community venues and works with partners encouraging them to do the same. A report reviewing Community Hub pilots and recommending the future Delivering Differently approach will be presented to Cabinet in February 2017. The focus of our approach is to build on existing assets which exist in our communities, developing networks of services where people need them. We are reducing costs, by utilising and improving existing venues rather than building new, and critically these venues are located out in local communities, so are able to deliver outreach services where people will access them. We will be developing our Franchise further and providing funding to Franchisees, which facilitates the development of new services and activities focussed on local need and reducing future demand on services.

- (iii) **Connected to Neighbourhoods** recognises the importance of local networks and partnerships, showing how these work together across neighbourhoods, towns and wider localities. The Community Development Team facilitate or support Neighbourhood Partnerships in disadvantaged areas, support community-led Town Partnerships, and facilitate local Community Networks, which were only recently established and already engage over 500 organisations.
- (iv) **Connected to Voluntary, Community and Faith Organisations** focuses on the infrastructure support required to develop the sectors. We are developing a corporate approach to the commissioning of infrastructure support, which will provide more comprehensive help and support for the sector and also has the potential to save money. All sectors engage well in our community engagement work, but we need to recognise the support they require to be sustainable given the substantial changes taking place, including the move to commissioning more services which has the potential to disadvantage our local groups if we do not provide the advice and support they require to make the most of opportunities.
- (v) **Connected to Decision Making** looks at how we can develop opportunities for local people to influence policy and decision making. We are committed to working with our communities, and the strategy demonstrates a range of ways we do this, and how we wish to develop this area of work going forward so that we are effectively co-producing local services with our communities.

## **6. Wards Affected and Local Ward Members**

6.1 The Strategy applies across the whole borough.

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

7.1.1. The Strategy sets out ways to meet Outcome 1, Our Communities are Strong and Supportive. It underpins the Sustainable Community Strategy, Ambition for All and support the delivery of many other policies.

### **7.2. Legal Implications**

7.2.1. Cabinet is asked to approve a Strategy which involves both engagement with communities and the third sector and proposals to deliver projects (the detail of which may be the subject of separate reports). The Strategy is a statement of the Council's intentions and so the Council's actions can be compared against the Strategy (and potentially challenged). Any engagement and the progression of the scheme specific projects must therefore be carefully framed to reflect the Strategy. The Strategy should be reviewed over time and as

projects are delivered to ensure it continues to reflect the Council's strategic aims.

7.2.2. Any scheme proposals which include the Council procuring goods and services will need to be compliant with the Council's own Finance and Contract Procedure Rules and the Public Contracts Regulations 2015.

7.2.3. The proposals within the Strategy to support Community Venues engaged in Delivering Differently, will also need to be compliant with the Council's Finance and Contract Procedure Rules and the Public Contracts Regulations 2015. and any state aid implications identified and addressed..

7.2.4. When considering adopting the Strategy, the Council must also have due regard to its equality duties. The Public Sector Equality Duty as set out at S149 of the Equality Act 2010, states:

“(1) A public authority must, in the exercise of its functions, have due regard to the need to—

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it... “

7.2.5. An Equality Impact Assessment (EIA) has been completed to assist Cabinet. Cabinet must have regard to the PSED and to the contents of the EIA in deciding whether approving the Strategy meets its equality duties.

7.2.6. If the Strategy alters existing ways of working and/or delivery of services then this may lead to challenge if those affected have not been consulted (and their views given consideration) as part of the development of the Strategy.

### **7.3. Financial Implications**

7.3.1. Delivery of the Strategy will incur additional costs of £307,000 between now and March 2019, which are highlighted in the report and can be met through existing budgets, via departmental reserves.

### **7.4. Equality Implications**

7.4.1. There are no specific equality implications and regard has been taken to our Equality Duty and an EIA completed.



## **7.5. Rural Community Implications**

7.5.1. Work covers all of Cheshire East and will develop new services and activities in rural communities to meet specific local needs.

## **7.6. Human Resources Implications**

7.6.1. Requires additional human resources as identified.

## **7.7. Public Health Implications**

7.7.1. The actions in the Connected Communities strategy strongly support the delivery of Public Health Outcomes. In particular it supports outcomes related to empowerment and wellbeing.

7.7.2. Empowerment is a priority for all the transformation programmes (Pioneer Programme, Caring Together, Connecting Care). Empowerment of the community, patients and service users has been shown to have a positive impact on A&E attendances, readmissions and length of stay in hospital. Patients who are empowered are more likely to have clinical indicators (blood pressure, blood sugar, cholesterol, Body Mass Index) within the normal range. If empowerment is increased this would lead to lower healthcare costs in the short and medium term.

7.7.3. Wellbeing has been linked to five habits: connect (with others), be active, take notice, keep learning and give (e.g. volunteering). The actions in the Connected Communities strategy will support residents to increase activity in all of these five areas.

## **7.8. Other Implications (Please Specify)**

7.8.1. The Strategy pulls together a number of different initiatives, which this report summarises to show how they all work together.

## **8. Risk Management**

8.1 Risks are identified through the Partnerships and Communities Business Planning process and area logged, reviewed and monitored.

## **9. Access to Information/Bibliography**

9.1. The Draft Strategy is attached to the report and supporting documents are available on request.

## 10. Contact Information

Contact details for this report are as follows:-

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# connected communities



### Foreword

Local people are rightly proud of Cheshire East. It is a fabulous place to live, work and visit and we want to work with our communities to make it even better and sustain that success into the future. Our residents and communities are our greatest assets, and we all need to work together to make sure we have the right services, in the right places.

We are committed to investing in community work, and believe that by developing our approach to engaging with and supporting community development can ensure we maximise potential, generating wealth, to help all our communities become more enterprising and to enable more deprived areas to lift themselves out of dependence.

We are ambitious about our future, but we must also be realistic about the challenges we face. We are experiencing reducing budgets, and increasing demands on services. A genuinely sustainable future for our communities means ensuring that we live within the limits of the resources available to us. This is a huge challenge and requires new ways of working and a commitment from residents, businesses and services to work together and to be innovative and creative.

Cheshire East has from its start had a strong commitment to developing strong communities, so this strategy focuses on how we can best lead our communities forward to future prosperity, drawing on lessons from a successful past. It demonstrates our strong ambition to provide strong and sustained community leadership. Leadership that will enable wealth creation and self-sustaining community activity as well as allowing us to provide high quality, cost effective services where we are the right people so to do or select the right partner where we are not.

We look forward to working with you, putting a shared deal with communities into action, and welcome your ideas on how we can do more together.



*Councillor Rachel Baily*

Leader of the Council



*Councillor Paul Bates*

Portfolio Holder for Communities and Health

## **Our Destination**

We have Connected Communities across Cheshire East, where people and community organisations are embedded within local networks, providing mutual help and support. Connected people and communities strengthen our community assets, reduce social isolation and enable local people to experience greater wellbeing.

The Council's Corporate Plan sets out 5 key Community Outcomes, with the first one being: *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.

## **Our Journey**

Our Community Development work uses an Asset Based approach to develop strength based community initiatives. It builds social capital, recognising the importance of relationships, by developing local networks and connections, including targeted interventions to build social relationships amongst isolated groups. We also deliver interventions that encourage social connections between people with similar experiences to provide peer support, helping residents to confront and cope with life's challenges, so that they maintain their wellbeing in the face of adversity.

All our communities, social networks, and individuals have assets that can help to create community capital and generate local benefits. We want to unleash the full value of our community capital, unlocking any reserves, to maximise our shared potential, bringing about great social, economic and personal benefits for everyone in Cheshire East.

Our journey looks to increase our support to communities by providing information, infrastructure, networks and skills to help local groups and social enterprise grow, and overcome any hurdles they identify. This will enable our communities to become more enterprising, reducing dependency and enabling more deprived areas to address the inequalities which impact on their lives. We know that a one-size fits all approach will not work, instead we will develop evidence based, community-led interventions, which develop participatory engagement and co-production across our communities.

Our overall aim is that more people will report wellbeing and satisfaction with their lives and where they live. Under each of the 5 key areas, we will also develop key measures to evaluate this work and use Cost Benefit Analysis to evidence potential savings.

## **Our Deal**

Our Deal with Communities recognises that everyone has a part to play and focusses on developing our local networks and supporting residents and community organisations, to maximise opportunities in Cheshire East. We have committed to a series of pledges and in return need residents and communities to play their part too.

### ***We will***

- Grant fund community groups
- Listen, be open, honest and friendly
- Encourage communities to support each other

### ***You***

- Get involved in your local community
- Have your say and send us feedback
- Support Volunteering

- Build services around you and your community
  - Act on information you give us
  - Support community groups and networks
  - Increase activities in communities
- Be active and take care of your health  
Take notice and look out for your community, reporting any concerns  
Connect with people around you  
Keep learning and developing skills

### Making the Connections

The Strategy covers 5 key areas:

- **Connected to People**
  - helping people in communities to become more connected to others.
- **Connected to Services**
  - delivering services differently, with more community outreach services.
- **Connected to Neighbourhoods**
  - strengthening networks and partnerships across neighbourhoods, towns and villages.
- **Connected to Voluntary, Community and Faith Sector organisations**
  - developing the VCF sector infrastructure and our links to thematic communities.
- **Connected to decision making**
  - local people influencing decision making, policy and the way we commission services.

### Connected to People

Our vision is for Cheshire East to be a warm and friendly place, where people know each other and look out for each other; welcoming all parts of their community and making new people feel at home. Work strands include:

- **Community Connectors**

Community Connectors are a team of volunteers who are known by and know others in their community, with the energy and drive to listen to people and support them to address local issues. They support their community, to access services, social groups, activities, and social opportunities in their local community by recognising, celebrating and harnessing the 'community assets' that already exist. We are piloting Community Connectors in Crewe, from September 2016.



"I'd like to volunteer and use my networks to develop initiatives, which specifically engage Chinese communities." Helen

- **Community Cohesion**

We are delivering a 12 month Community Cohesion Plan for Crewe, and will be using the learning to inform a Community Cohesion Strategy for Cheshire East from 2017 onwards. We are bringing partners and communities together to ensure that we respect and respond to the differing needs of our communities and encourage and facilitate community cohesion. The Crewe Community Cohesion Plan, includes a range of multi-cultural events and activities to engage with communities, and looks at how we need to work with communities to change services to meet the needs of local people.

"We are looking to make a plan together, so we can fully utilise our skills and actually make a difference in our localities."  
Loreen, South Cheshire Multicultural Forum

- **Community Navigators**

The Council and partners are investing into a range of initiatives (e.g. Local Area Co-ordinators, Lifelinks, GP Facilitators, Community Agents, Wellbeing Advisers), which aim to help people access services and the help and support they need in their communities. We are developing a joint work programme to maximise the impact of this resource, which informs future joined up commissioning.



“The help support and advice I received from you was invaluable and left feeling encouraged and less isolated.”  
Disability Information Bureau – Social Prescribing User

- **Neighbourhood Action**

We are piloting Neighbourhood Action in Crewe with a view to extending it to our most disadvantaged neighbourhoods across Cheshire East. It includes holding regular meetings, where local residents can raise issues and ideas, and work together with the support of agencies to deliver community-led action plans to address their issues. It engages widely, by holding regular Ward Walks in these neighbourhoods, where Officers, Partners, Members and Residents walk the area to look at issues and talk to other residents to find out their issues and encourage them to get involved.

“The Big Co-op Clean is a chance for members, customers and the community as a whole to come together to improve the local environment for the benefit of everyone – the activity has transformed the play area and it has been great to see the reaction of children, parents and the wider community to the difference that has been made.” Paul, Store Manager.



- **Social Isolation**

We know that the quality and quantity of social relationships affect health behaviours, physical and mental health, and risk of mortality. We are working with communities to develop a wide range of activities that can be shared; bringing people together naturally in a way that is appropriate to their particular needs. Increasing the number of luncheon clubs, IT & Chat, Knit & Natter, Memory Cafes to name just a few of the new services running from community venues across the borough.

“I found it hard to get him through the front door” as he “does not want to do anything” Grev’s wife said. Following a stroke, Grev was diagnosed with dementia and retreated and was no longer connected to the community around him, that he had once loved and enjoyed being a part of. He joined The Memory Café, and now both he and his wife attend regularly.



• **Mentoring**

We support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills and improve their performance and become the person they want to be. Examples include My World, Stronger Women and Twista. Twista is a programme developed locally which is delivered for year 9 teens, offering 1-2-1 mentoring and team sessions addressing anti-social behaviour, safe relationships and being ready for work

“It’s been a fantastic opportunity for myself and the firefighters to get involved in such a brilliant programme, watching young people to develop personally and overcome some fears along the way, so they should be very proud of themselves.” Paul, Station Manager.



**Connected to Services**

We are delivering an ambitious programme, known as **Delivering Differently**, which involves local communities in shaping and developing local services, so that they receive the right services, in the right place, at the right times. Delivering Differently puts our communities back in the driving seat, with local people determining what needs to be done and who is best placed to do it in their own community. It builds on existing community assets and supports voluntary, community, and faith organisations to deliver more in their communities and offers support to organisations managing community venues. Alongside supporting communities to provide more local services in their community, we are delivering more early intervention and prevention services through community venues and working with partners to do the same.

**Delivering Differently** focuses on:

- developing our local networks of buildings and outdoor spaces, from which together we can increase the range of targeted early intervention and prevention services delivered, in places where people need and will access them
- providing opportunities for people to skill up, gain confidence and raise aspirations to get jobs
- increasing the availability of physical activities in community settings
- providing more community activities which promote good mental wellbeing and social interaction
- targeted activities for people who suffer poor mental health
- increasing healthy eating activities and community cafes, luncheon clubs, etc.
- delivering more services in the community which increase independence for older people
- extending community activities and new services which offer support for families
- developing places where community links and activity are harnessed and extended.

The range of services provided will increase, as the programme develops and more communities are involved in the co-design and delivery of local services.

“It is great to see local services working together to benefit the community”. David Rutley, Macclesfield MP.





Our **social franchising model**, which is first and foremost about partnership, offers a range of benefits to its members and puts our local communities first. The aim of the **franchise** is to ensure that community venues have local and effective governance arrangements in place, with quality assurance provided through a validated self-assessment process. That all communities have access to a core offer plus additional services to meet local needs, delivered to high and consistent service standards.



We are demonstrating that this new way of working, taking services to people, will provide better services and save money. Cost Benefit Analysis on just two new services being provided in Macclesfield, show that over 5 years, the falls prevention project will return £2.24; and the alcohol awareness project will return £3.54 for every £1 invested.

**Connected to Neighbourhoods**

Community work happens at a very local level, in different neighbourhoods, parishes or towns. We are strengthening our local networks and partnerships, ensuring community activity and locally identified needs have clear links into strategic partnerships. The networks and partnerships below are key to our place-based commissioning and provide vital information on local needs, identified through community led plans.

• **Neighbourhood Partnerships**

We facilitate or are active partners in Neighbourhood Partnerships, who bring people together to address the needs of local people and work collaboratively to improve their shared offer. They cover our most disadvantaged neighbourhoods, which are in the worst 25% nationally (Index of Multiple Deprivation) in terms of overall deprivation and include:

- ❖ Wilmslow - Colshaw Farm and Lacey Green
- ❖ Knutsford - Longridge
- ❖ Congleton - Bromley Farm
- ❖ Alsager – Radway
- ❖ Macclesfield - Hurdsfield Community Group, Moss Rose Partnership, Weston Partnership, FAR UP (Upton Priory)
- ❖ Crewe - North and East, West and South, St Barnabas and Central.



“The estate based partnerships are making a real difference on the estates of Macclesfield. We are working together to address local issues and identify local priorities.” Holly

• **Town and Community Partnerships**

We support and work with Town Partnerships as they are a key part of the Cheshire East Partnership Framework, as they are independent constituted ‘can do’ groups, which are established and led by the local community. They vary to meet local needs, but their overall purpose is to improve the social, economic and environmental well-being of their area. Town Partnerships are active in:

- ❖ Wilmslow
- ❖ Poynton
- ❖ Congleton
- ❖ Holmes Chapel



- ❖ Middlewich
- ❖ Sandbach
- ❖ Alsager
- ❖ Nantwich

“The 5 Town Partnership Forum is a successful model of ‘Partnership Working’. They hold a common purpose, to enhance the local area by harnessing the support and enthusiasm of local communities. They work with local authorities and other stakeholders to achieve their maximum potential.” Dot, 5 Towns Partnership.



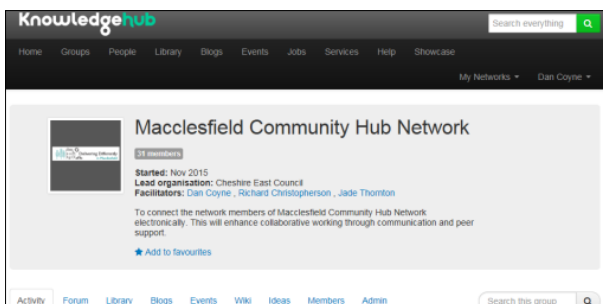
• **Community Networks**

We facilitate community networks, bringing a wide range of community organisations together, which focus on collaborative working and peer networking to share knowledge and skills. Community Networks understand the needs of their communities and are linked into the Area Boards, to represent local needs to ensure partnership work is led by community need, and increases community involvement, to make the best use of our shared resources and community intelligence. They also play a key role in community commissioning, influencing local public service funding.

“As a result of the Community Network, we partner with others to submit funding bids, learning much together and sharing experience with other network member.” David, Lighthouse Centre.

• **Knowledgehub**

We are developing our online support to Community Networks, providing an electronic portal which enables Community Network members to communicate with each other through Knowledgehub. It includes a Forum, which is a communication channel to post threads around particular topics that members want to comment on; a Library where members can access, upload and share documents, such as minutes from their meetings, policies or templates; and Events, allowing organisations to co-ordinate and publicise any events in their area. Knowledgehub is being piloted in Macclesfield.



““This is something that was missing, it allows me to connect with a range of partners and find out the latest information which can benefit my organisation and the people I support”. Maggie, Cheshire Streetwise.

• **Pledges**

Local businesses working together to deliver local Pledges, coming together to provide every young person living, studying or working in their area with the opportunity to develop employability related skills and personal qualities whilst in education and then a choice of a job, training or further education opportunity when they leave. By working together, local businesses are offering young people a better future and opportunities for local businesses and the local economy to grow. Crewe, Macclesfield, Wilmslow, and Knutsford have active Pledges, and Alsager, Congleton and Middlewich will launch theirs soon.



“The Pledge has introduced a range of activities to bring together young people and local schools with local businesses in Crewe to match-up candidates with suitable apprenticeship opportunities.” Christine, QHotels Regional HR Manager

### Connected to Voluntary, Community and Faith Sector organisations

We are supporting the development of the Voluntary, Community and Faith sector infrastructure in the borough and developing our links with our thematic communities. We fund services which:

- Provide support to voluntary, community, and faith groups
- Engage and consult with communities of interest and in particular those with protected characteristics
- Promote and develop rising standards within the VCF sector e.g. quality assurance, training and skills development
- Consult with and support VCFS to be commissioning and tendering ready
- Provide information and advice e.g. governance, funding and reporting/evidencing outcomes.
- Improve communication and collaborative approaches
- Deliver campaigns to promote volunteering
- Provide a local portal to advertise volunteering opportunities
- Ensure good practice within organisations for the recruitment, management and involvement of volunteers
- Act as the voice of the VCF sector, providing representation at key boards and meetings
- Develop, promote and maintain a directory of active groups and organisations.

### Connected to decision making

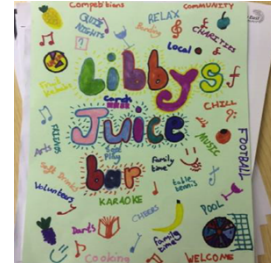
We are committed to ensuring local people can influence decision making and policy and are shaping the way we commission services. Our place based commissioning recognises that community development work is critical to delivering locally tailored services which meet needs and reduces unnecessary demand on public services.

- ***Budget Setting***

Government funding is going down, whilst demand for services is going up, causing significant pressures on the Council's budget. We will continue to increase and develop the ways in which we explain these financial challenges, listen to the ideas of residents about how best to tackle it, and get people talking with each other about those ideas. This will involve open and meaningful consultation, to reveal public preferences and priorities. We are committed to engaging and listening in a way that enables as many people from all communities to be involved and enables people to express their views to others, so that the Council can effectively gauge the breadth, depth and strength of public opinion and importantly work with communities to find ways to continue delivering quality services.

- **Participatory Budgeting**

We are running a Participatory Budgeting pilot, which directly involves local people in making decisions on spending priorities. It engages residents and community groups, who discuss spending priorities, make spending proposals and vote on them. It also gives them a role in the scrutiny and monitoring of the process. The critical factor is that local communities make the decisions, they get a better understanding of local spending decisions and and they get more involved local activities, so together we achieve more with less. The pilot in 2016/17 is using £400,000 from the Public Health Lifestyle Area Fund, engaging communities in the commissioning of services to address their health needs.



“Me and my grandad have come up with this idea and we would like to run this juice bar for our local community.” Pupil aged 9, Broken Cross Primary School.

- **Commissioning**

Our community work provides market intelligence, informing the Council and partners about existing services and what support and the outcomes people feel are most important, how these are being achieved at the moment and what services and support is missing.

We are helping to shape the local market by commissioning infrastructure support which ensures voluntary, community and faith sector organisations can access training and support which enables them to bid for contracts. We are keen to develop this approach further, by extending our community development work, supporting new types of organisations or services to develop, and providing one to one support to develop their skills to engage in commissioning opportunities. In addition, we ensure that feedback from local organisations, informs and shapes commissioning specifications issued by the Council.

“Our experience of commissioning at its most effective has been when there is a sense of mutuality between commissioner and provider that goes beyond a concern for process, but sees potential in the experience, reach, and relationships providers have with the harder to reach groups in our community.” YMCA Crewe

- **Community Rights**

The Localism Act created new rights to give local people and groups a greater say about what happens to local buildings and land and also how local services are delivered. Community Rights enable communities to have more of a say over what happens to the local economy, assets and services, and influence over the future development of their area through neighbourhood planning and building for their community. We offer help and support to communities to make the most of these rights and other opportunities.



“There were several reasons why the sites applied for the Asset of Community Value status, this is something that had been strongly encouraged by the national society to protect allotment sites. The benefits that allotments bring to a community and individuals is huge and is worth safeguarding and the ACV status is a huge step to secure the sites for future generations”. Ford Lane and Hulme Street Allotment Association

- **Social Value**

We deliver greater benefits for our communities, through our approach to Social Value. As a Council, we maximise the additional benefit that can be created by delivering, procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves. When we spend money, we do so in a way that achieves as many of the following objectives as possible.

- Promote employment and economic sustainability
- Raise the living standards of local residents
- Promote participation and citizen engagement
- Build the capacity and sustainability of the voluntary and community sector
- Promote equity and fairness
- Promote environmental sustainability.



“As an organisation we take our commitment to the 5% Club very seriously, to the extent that 9% of our employees are either apprentices or graduates. I am delighted we continue to see more young people delivering our service in Cheshire East and I wish them every success in gaining their nationally recognised qualifications.” Mike, Ringway Jacobs.

## Routes to Communities

Our deal with local communities focuses on continually developing our 2-way links and relationships. Our strong corporate commitment and approach to community development work, ensures we have ongoing community engagement and develops the co-production of innovative services with communities.

We will continue investing in community work, as working together with communities, is the only way we can deliver effective early intervention and prevention services, raise aspirations and deliver the growth we need. Together we need to effectively take risks, be innovative and creative and seize opportunities. Cheshire East will continue to thrive with our diverse range of communities where there is, active participation, self-reliance, and self-determination which provide resilience to economic and other changes, and where people have the confidence and pride to stand on their own two feet, to compete and to fully participate in community life.

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## Cheshire East Council

### Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Frank Jordan, Executive Director Place
<b>Subject/Title:</b>	Sustainable Travel Transition Year Grant Funding
<b>Portfolio Holder:</b>	Cllr David Brown, Deputy Leader of the Council and Highways and Infrastructure Portfolio Holder

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#### 1. Report Summary

- 1.1 In June 2016, the Council was successful in securing £350,000 from the Department of Transport from the Sustainable Travel Transition Year Fund (STTY).
- 1.2 The focus of this award is to ensure that there is a transition between previous funding rounds and potential future funding grants through the forthcoming Access Fund Programme. The focus of the bid was to support businesses within the Northern Gateway Development Zone.
- 1.3 There were only 23 Local Authorities that were successful in securing funding from this programme.
- 1.4 As part of the agreement for funding, the Council will be expected to achieve certain targets and outcomes to demonstrate the effective use of the funding, and that our expenditure is in accordance with the submitted bid.
- 1.5 The programme builds on the previous Local Sustainable Transport Fund (LSTF) which focused on three key areas:
- Access to skills and employment
  - Enabling active travel
  - Targeted active travel promotion
- 1.6 As part of LSTF programme, Cheshire East Council successfully worked in partnership with the South Cheshire Chamber of Commerce. Through this partnership, local businesses were offered the opportunity to apply for business travel planning grants. This was a highly successful programme with £120,000 awarded to businesses for measures to address barriers to jobs, including funding the provision of 329 cycle parking spaces at businesses. This investment was matched by £40,000 of private sector funding, demonstrating the value employers placed on these interventions as a contribution to individual organisations' growth and sustainability.

1.7 The Council's bid document for STTY outlined the requirement to replicate the successful approach to business grants. To continue this approach across a greater number of local firms, there is a need to update the existing policy as adopted for LSTF, entitled "*Policy for the Allocation of Local Sustainable Transport Fund Business Travel Planning Grants*"; so that this policy will be suitable for the current STTY programme and potentially for similar grant-funded programmes in the future. Only minor changes to the previous policy are necessary, comprising;

- Change of dates in the existing policy, and
- Change of name to the Policy for the Allocation of Business Travel Planning Grants.

These changes will enable the Councils policy to be suitable for STTY and any similar grant-funding programmes in the future.

## 2. Recommendations

- 2.1 It is recommended that the "*Policy for the Allocation of Business Travel Planning Grants*" be approved, noting that this extends the effective period for this policy to make provision for future funding bids
- 2.2 In accordance with the Constitution and paragraph 1.20 of the Scheme of Delegation that the decision for awarding the grants is delegated to the Portfolio Holder for Highways & Infrastructure.
- 2.3 That the information relating to the Sustainable Travel Transition Year fund be noted.

## 3 Other Options Considered

- 3.1 This programme is externally funded by Department of Transport and was allocated via a competitive bidding process. A copy of the bid document is available at:

[http://www.cheshireeast.gov.uk/public\\_transport/transport\\_strategies.aspx](http://www.cheshireeast.gov.uk/public_transport/transport_strategies.aspx)

It contains full details of the funding bid, the targets we have agreed to achieve, and the costs and benefits arising from the programme. All projects are outlined within the bidding document and are defined to be in line with the stated objectives.

- 3.2 The Northern Development Gateway Zone was targeted for delivery because the area has the greatest potential for growth and the highest levels of economic inactivity; which arises due to barriers to growth and employment, in part, caused by transport issues. Other areas in Cheshire East would not meet the DfT's expectations for a successful STTY bid because of the requirement for transition from previous LSTF work.



3.3 The option of not offering grants to local businesses was considered but to do so would have weakened the funding application. As the earlier LSTF programme had been successful there are strong prospects that local businesses would, once again, welcome the opportunity of being able to apply for this funding and match-fund from their own resources.

**4 Reasons for Recommendation**

4.1 Cheshire East Council has a successful track record in securing grants from the Department of Transport (DfT) to support economic growth through promoting and supporting sustainable travel. In March 2012, the Council received a £3.5 million grant through the Local Sustainable Transport Fund, (LSTF) for a three year programme of works based in Crewe.

4.2 The LSTF was successfully delivered and was influential in meeting residents' needs for sustainable travel options. Cheshire East Council's delivery of the programme was cited by the Department of Transport in their Best Practice Review of LSTF.

4.3 Cabinet's attention is drawn to the main elements of the STTY programme (see table below). All procurement processes followed are in accordance with Cheshire East Council's procurement policies.

Package	Project
Access to skills and employment	Working in partnership with the Chamber of Commerce, Smarter Travel Partnership and businesses/colleges to implement measures to improve access by sustainable modes, including destination-based travel advice
	Match funded grants for businesses, colleges and organisations to improve sustainable travel options e.g. cycle parking and other facilities
	Workplace/college cycle challenge, timed to coincide with the Tour of Britain 2016 stage in Crewe
Enabling active travel	Improving and enhancing walking and cycling wayfinding to/from transport interchanges
	Improving access to cycles, training, maintenance and led rides
Targeted active travel promotion	Targeted marketing of active travel
	Improving travel information, including evolution of the LSTF travel information portal and updating of resources

4.4 Cabinet's attention is drawn to the need to deliver the agreed objectives and projects listed within the bid document. Deployment of the funding will have no financial legacy for the council; with all projects completed to timescale with no requirement for further funding upon completion. Hence, all revenue-funded projects will be complete by the end of March 2017.

4.5 The proposed changes to the existing policy for the 'Allocation of Business Travel Planning Grant' are minor; and are intended to enable this successful programme to continue during 2016/17. The proposed policy will also be future-proof for any future funding rounds from the DfT

## **5 Background/Chronology**

5.1 Cheshire East Council have been successful in 2 of the DfT funding rounds for grants to support economic growth through sustainable travel and transport, these comprise

- Local Sustainable Transport fund, and
- Sustainable Travel and Transition Fund

5.2 Cheshire East Council has made a bid for a further funding round of Access Funding from the Department of Transport. This bid has been jointly produced along with Cheshire West and Chester Council and Warrington Borough Council and if successful will deliver a £1m grant for the Council for a three year period.

## **6 Wards Affected and Local Ward Members**

6.1 Crewe North, Crewe East, Crewe South, and Willaston and Rope

## **7 Implications of Recommendation**

### **7.1 Policy Implications**

7.1.1 The Policy for the Allocation of Business Travel Planning Grants is shown in Appendix 1.

### **7.2 Legal Implications**

7.2.1 The STTY grant is awarded from the DfT on the understanding that the authority will deliver the objectives as set out in the original bid.

7.2.2 The Council has the power to award grants to organisations using its general power of competence under section 1 of the Localism Act 2011. In exercising the power the Council must satisfy its public law duties. In essence this means that in making any decision the Council must have taken into account only relevant considerations, followed procedural requirements, acted for proper motives and not acted unreasonably. A grant policy is a clear statement of the criteria that the Council is applying and is essential if the Council is to defend any challenge to its decision making process.

7.2.3 In accordance with the Constitution and paragraph 1.20 of the Scheme of Delegation to Officers the making of grants to voluntary and community

organisations is not delegated to Officers. Grants up to £50,000 shall be for the decision of the relevant Portfolio Holder and grants over £50,000 shall be approved by Cabinet.

7.2.4 The assessment criteria outlined in the policy provide a fair and equitable way to assess applications and award grants. The value of the grants to be issued under this policy (up to £4,999) does not necessarily require a formal Grant Agreement. However, the policy sets out a monitoring process to ensure that grants are used appropriately in line with the application and conditions for funding.

7.2.5 As part of the application form, organisations are required to disclose any other sources of funding to assess and guard against any potential state aid issues. It is unlikely that organisations have been or will be allocated grant funding in excess of the current de minimis levels applicable to state aid but it is prudent to monitor any potential state aid.

### 7.3 **Financial Implications**

7.3.1 The STTY programme is fully funded by a grant from the Department of Transport (DfT). The policy seeks to award grants of up to £4,999 on a match fund basis to businesses located in Crewe and Nantwich. All funds which are awarded will be claimed in full from the DfT, in line with the Grant Agreement between the Council and the DfT. For the STTY programme, £30,000 has been allocated for this funding period.

7.3.2 Any future business transport grants will be fully funded by external organisations and will not impact on a financial legacy of the Council.

### 7.4 **Equality Implications**

7.4.1 An equality impact assessment has been written for the STTY bid and has been posted on the Cheshire East Council Website

### 7.5 **Rural Community Implications**

7.5.1 Grants are available to the businesses located within Crewe and Nantwich

### 7.6 **Human Resources Implications**

7.6.1 There are no human resource implications

### 7.7 **Public Health Implications**

7.1.1 There are health benefits from promoting walking and cycling and an increase in the uptake of active travel

**7.8 Implications for Children and Young People**

7.8.1 The STTY programme is focusing on access to skills and will be working with educational establishments in the Crewe area

**7.9 Other Implications (Please specify)**

7.9.1 There are no other implications

**8 Risk Management**

8.1.1 The policy makes clear that grants are awarded specifically for the purpose stated in the application and that should it be spent in any other way, without written approval from the Council, the organisation may become liable to return the monies paid.

8.1.2 To ensure expenditure in line with the approved grant application and compliance with funding conditions, the policy sets out a monitoring process providing suitable safeguards to ensure that grants are spent appropriately and deliver value for money (etc). Failure to provide monitoring information within the timescale may result in the Council recovering the grant paid.

8.1.3 By launching and implementing the policies identified above, there is an opportunity to support grassroots initiatives and empowering local people to community-led initiatives, as well as supporting sustainable travel to help unlock the growth potential of Crewe. Failure to adopt the policy will delay such initiatives.

**9 Access to Information/Bibliography**

9.1 A copy of the Sustainable A copy of the Sustainable Travel Transition Year bid can be found at:  
[http://www.cheshireeast.gov.uk/public\\_transport/transport\\_strategies.aspx](http://www.cheshireeast.gov.uk/public_transport/transport_strategies.aspx)

**10 Contact information**

Contact details for this report are as follows:

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Appendix 1

# Policy for the Allocation of Business Travel Planning grants

## CONTENTS

- 1.0 Introduction
- 2.0 Legal & Budgetary Framework
- 3.0 Application Process
  - Who can apply – eligibility criteria
  - How to apply
  - What can be funded
  - Assessment criteria
  - What cannot be funded
  - General Conditions
- 4.0 Decision-Making Process
- 5.0 Monitoring & Record Keeping

## 1. Introduction

- 1.1. Cheshire East Council has been successful in securing a grant from the Department of Transport, 'Sustainable Travel Transition Year' (STTY) which aims to support economic growth through sustainable travel and transport. Cheshire East Council also has recently applied for a similar DfT grant entitled Access Fund. The application for both DfT grants outline the intention to offer Business Travel Grants to local businesses which are located in the funding bid areas.
- 1.2. As part of the STTY programme, the Council has a formal Partnership Agreement with the South Cheshire Chamber of Commerce & Industry (SCCCI). The aim of the partnership is to encourage businesses and employers to adopt travel initiatives which enable their staff to travel to and from work sustainably. If successful, with the Access Fund bid, it is proposed that a similar partnership will be formed either with the SCCCI or similar organisation.
- 1.3. Increasing the levels of walking, cycling, public transport and car sharing at key employment sites has a range of positive benefits for the employer, employee and wider community, including:
  - Reduced car park problems on employment sites
  - Reduced traffic congestion in and around the urban area
  - Improved health and wellbeing through increased physical activity
- 1.4. To achieve these aims and objectives, Cheshire East Council, operates a Business Travel Planning Grant Scheme for organisations located within the area defined by the Cheshire East Council funding bid.
- 1.5. The aim of the Grants Scheme is to support businesses and employers to implement measures that will encourage their staff to travel more sustainably. This may include improved facilities, such as cycle parking, signage and lighting, as well as promotional campaigns and incentives.
- 1.6. The grant allocation scheme will end at the same date as the grants which are awarded under grant allocation from the Department of Transport. So for grants awarded under STTY, the end date will be March 2017 and Access Fund it will be March 2020.
- 1.7. When using the term "grants", in this policy, it refers to the giving of a fixed amount of funds to organisations through an application and assessment process. This policy sets out the criteria applicants must meet to be eligible to apply, as well as the criteria for assessing grant applications, the process

for decision-making, governance arrangements and the monitoring requirements of the Grant Scheme.

## **2. Legal and Budgetary Framework**

- 2.1. In accordance with the Constitution and paragraph 1.20 of the Scheme of Delegation to Officers the making of grants to voluntary and community organisations is not delegated to Officers. Grants up to £50,000 shall be for the decision of the relevant Portfolio Holder and grants over £50,000 shall be approved by Cabinet.
- 2.2. There will be one bidding window for the STTY which ends on 31 March 2017. It is proposed that the Access Fund has three bidding opportunities. The budget available for each bidding round is fixed prior to the inviting applications so that there is clarity on the limited amount of capital and revenue funding available for each round. The maximum amount that can be bid for is £4,999.
- 2.3. Given the fixed budget and the Council's aim to benefit a wide range of organisations as possible, the Council cannot guarantee to fund the maximum amount applied for; therefore organisations must ensure that they have procedures in place to cover the balance of funding required.
- 2.4. The decisions on award of grants will be based on the assessment criteria set out in section 3.4 of this policy, which provide a fair and equitable way to assess applications and award the grants.
- 2.5. As part of the launch of each funding round, a proportion of the budget will be set aside to advertise the Grant Scheme and ensure that potential / eligible applicants are aware of the scheme through appropriate communications.

## **3. Application Process**

### **3.1. Who can apply**

- Be a business or employer located within an area defined by the Cheshire East Council funding application;
- Complete the application form in full, providing all required information
- Have not already received a similar Business Travel Planning grant for the same purpose with the current financial year,
- Agree to engage with the SCCCI, or other similar organisation, on the business travel planning project.

**3.2. How to apply**

- All applications must be made using the Council’s “Business Travel Planning Grant Application form”, which is available on the Council’s website or as a paper version on request.
- The application form must be completed in full – incomplete application forms will be rejected
- The closing dates for each funding round will be set out on the application form;
- All successful applicants will be required to complete a post grant monitoring in line with section 6 of this policy

**3.3. What can be funded**

Under this policy grants of up to £4,999 can be awarded to support businesses and employers that are looking to address transport issues faced by their business and / or employees by implementing measures that will facilitate the uptake of more sustainable travel modes. Examples of possible measures and initiatives which may be supported through the Grant Scheme are listed below

<b>Capital funding - Examples</b>	<b>Revenue Funding - Examples</b>
Provision of covered, secure cycle racks	Marketing, publicity and promotional material for sustainable travel options
Improved footpath / cycle access	Establishing a car share scheme
Improved signage	Launch of sustainable travel initiatives
	Incentives to encourage staff to travel sustainably ( e.g. pedometers)
	Subsidised bus tickets

**3.4. Assessment criteria – as set out below**

<b>Criteria</b>	<b>Description</b>
Modal Shift	The measure / scheme / initiative must promote and encourage employees to walk, cycle, use public transport or car share for their journey to and from work, as well as business travel
Evidence & Monitoring	Applications should include a process for monitoring the effectiveness of the initiative in addressing the transport issues and achieving the desired outcome.
Match Funding	Have funding contributions (financial or time resources) from the organisation’s own funds and / or funding support from other bodies in place or allocated
Financial Sustainability	Applications should consider the sustainability of any measures (particularly revenue funded) beyond the grant



	funding and demonstrate the potential to sustain measures in the future
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### 3.5 What cannot be funded

- Work which has already taken place before receipt of offer letter;
- Repair costs where deterioration is due to neglect;
- Loan against loss or debt;
- Vehicle purchase;
- Disabled facilities where there is no proven need for the work to be carried out or where upgrading is required for an existing facility to meet the statutory requirements of the Equality Act 2010.

### 3.6 Grant Conditions

Grants will be subject to conditions. In addition to the following general conditions, specific conditions may be attached to individual grants.

- Grants are classed as one-off and should not be seen as repeat funding;
- Organisations will be required to sign a Grant Offer Acceptance Form confirming that the grant will be spent in line with the application and terms and conditions of funding;
- Grants are awarded specifically for the purpose stated in the application. Should it be spent in any other way, without written approval from the Council, the organisation may become liable to return the monies paid;
- Repeat applications from the same organisation for the same purpose in one financial year will not be considered;
- Grants will be paid in advance. Invoices or receipts must be forwarded to Cheshire East Transport Policy and Strategy Team within 6 months of the date of offer letter. Failure to provide this information within the timescale will result in the Council recovering the grant paid;
- Organisations who are in receipt of other funding from the Council may apply to this grant scheme if the grant is required for a one-off project which is considered additional to that already funded;
- If planning permission is required, this must be in place before the grant application is made. The Council may ask for confirmation that planning permission is not required, or that it is required and has been granted;
- Organisations must be committed to Equal Opportunities and the Equal Opportunities Policy should be provided;
- Organisations must be able to participate in a monitoring process and provide monitoring information to evidence the implementation and uptake of the sustainable travel measures and adherence to the conditions of the grant. This must include receipts or invoices and a written report of the project, activity or event, plus photographs if possible, on completion;
- Organisations must acknowledge the support of Cheshire East Council and partner organisation in press releases, publicity and advertising etc;

- The organisation will allow Cheshire East Council and partner organisation to use details of the grant award, together with any relevant photographs supplied, in newsletters and on their respective websites;
- Expenditure must not be incurred on the project, activity or event prior to the grant decision being given. In these circumstances the Council will withdraw the grant offer/rescind the grant decision;
- If the project, event or activity is cancelled or only partially achieved, or if the organisation is wound up, any unused grant money must be returned to the Council;
- All conditions under which the grant has been awarded, including any additional conditions stipulated at the time of the award, must be met. Failure to do so could result in the organisation being asked to repay the grant award to the Council;
- The Council cannot guarantee to fund the full amount requested. In the event that the Business Travel Planning grant fund is over-subscribed, grants may be awarded on a pro-rata basis. Procedures must be in place to cover the balance of funding required, as it is necessary to provide receipts for the full amount of your project. A financial contribution from your own organisation, or match funding from another organisation, will generally be considered to be evidence of commitment to the project and its longer term viability.

#### **4.0 DECISION MAKING PROCESS**

- 4.1 Following the closure of the bidding window for each funding round, a detailed assessment of each application will be undertaken in line with the assessment criteria outlined above. The Transport Policy and Strategy Team in partnership with SCCCI ( or other organisation )will prepare a recommendations report to be considered by the Portfolio Holder.
- 4.2 A Portfolio Holder Decision Meeting will then be held to decide on the grant awards. Following this meeting, a Portfolio Holders report is circulated to all elected members by Democratic Services, allowing for a 5 day call in period. Should any objections be made during the 5 day call in period a further Portfolio Holder meeting is held to discuss the objection(s) and adjust as is necessary.
- 4.3 There may be a need to add special conditions to the award of some applications to ensure that the purpose of the funding is achieved. For example, if a project is dependent on other sources of funding being secured then a conditional offer may be made. These special conditions may be recommended by officers, by the Portfolio Holder or following call-in of the decision.
- 4.4 If there are no objections (or after the follow up meeting), the applicants are notified to inform them of whether they have been successful or not as soon as possible after the call in period has ended and generally within 6 weeks after the closing date for applications.
- 4.5 All decisions are final subject to the call-in process described above.

- 4.6 Complaints about any aspect of the Business Travel Planning Grant Scheme process will be dealt with under the Council's Corporate Complaints Procedure. A copy of the Council's Corporate Complaints, Compliments and Suggestions Policy is available on the Council's website<sup>1</sup>.

## **5.0 MONITORING AND RECORD KEEPING**

- 5.1 Following a successful application and in order to ensure that monies are used in an appropriate manner, as set out in the conditions for funding, a monitoring process will take place throughout the duration of the project.
- 5.2 The Council reserves the right to monitor the use of the grant and ask for evidence to support an application.
- 5.3 Invoices or receipts must be forwarded to the Transport Strategy and Policy Team within 6 months of the date of offer letter. Failure to provide this information within the timescale will result in the Council recovering the grant paid.
- 5.4 The organisation will allow reasonable access to premises/accounts upon request from the Council.
- 5.5 Organisations need to retain records relating to the grant for an appropriate period (to be advised depending on the grant).
- 5.6 A monitoring report will be required on completion of the project, or within 12 months of the date of offer letter, which shall include (but shall not be limited to):
- A description of the project and how the grant money was used;
  - Modal shift as a result of the intervention;
  - How many people benefitted from the project;
  - Photographs of the project or initiative in action;
  - Plans for continuing the project or initiative in future; and
  - What difference the project made to employees, the employer and the wider community.
- 5.7 If organisations do not supply the required monitoring reports, in full and within the set time scale they will not be eligible to apply to the scheme again and may be asked to repay the grant funding to the Council.

**Transport Policy and Strategy Team**

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<sup>1</sup>

[www.cheshireeast.gov.uk/council\\_and\\_democracy/customer\\_services/complaints\\_and\\_feedback.aspx](http://www.cheshireeast.gov.uk/council_and_democracy/customer_services/complaints_and_feedback.aspx)

Appendix 1  
Application Form

**Grant Application Form**

This application form should be completed in conjunction with the Guidance Notes

Please tick the type of grant you are applying for (one per application)	Max.Grant	Tick

<b>1. Contact Details</b>	
Organisation name:	
Address:	
	Postcode:
Main contact for this application (name):	
Position in organisation:	
Contact address (if different from above):	
	Postcode:
Telephone No:	
Email:	
Website:	
Senior contact for this application (name):	
This must be your chair, secretary, treasurer or a senior member of your management committee.	
Contact address	
	Postcode:
Telephone No:	
Email:	
Position in organisation:	

<b>2. Organisation Profile</b>	
How would you describe your organisation? Please tick all boxes that apply	
Registered Charity <input type="checkbox"/>	Voluntary Organisation <input type="checkbox"/>
	Community Group <input type="checkbox"/>
Please supply your Registration Number	<input style="width: 100%;" type="text"/>
Company Limited by Guarantee <input type="checkbox"/>	Not-for-Profit Organisation <input type="checkbox"/>
	Social Enterprise <input type="checkbox"/>
Other <input type="checkbox"/>	Please describe: <input style="width: 100%;" type="text"/>

How long has your organisation been in existence?

What does your organisation do? (This information will be used on our website if your application is successful)

Does your organisation:

Own its own land/premises/facilities

Hire private land/premises/facilities

Hire Local Authority land/premises/facilities

Lease the land/premises/facilities  (please give details of lease expiry date/length of lease below)

How many staff, paid or otherwise, are involved with your organisation?

Number of paid staff  Full Time  Part Time  Casual

Number of unpaid staff/volunteers  Full Time  Part Time  Casual

**3. Previous Funding**

Has your organisation received a Grant or other funding from Cheshire East Council before?

Yes  No

If yes, please state when and how much was awarded.

Grant £                      Awarded in:

How did you hear about the Grant Scheme?

**4. Your Project/Activity/Event**

Date of activity/event or anticipated start date of project:

Briefly describe what the grant you are requesting is required for and why it is needed:

If you receive a grant, describe what your project/activity/event will achieve and what difference it will make to your organisation/area; how it meets one or more of the criteria listed in the guidance notes:

How will your project or service be sustained in the future? For example, charges to user, other sources of grants etc.

If your application is for an event and you make a profit, please state how this will be used:

### 5. Projected Expenditure

Please estimate your total project costs and provide brief details. Use a separate sheet if necessary and provide quotes.

New build/refurbishment	£	
Furniture, fixtures/fittings ( <i>details</i> )	£	
Equipment purchase ( <i>details</i> )	£	
Equipment hire ( <i>details</i> )	£	
Premises/facility hire (please give breakdown by cost per week)	£	
Materials (please give details)	£	
Advertising/marketing/publicity	£	
Workshops/seminars/training	£	
Other ( <i>details</i> )	£	
	£	
<b>TOTAL COST:</b>	£	

### 6. Projected Income

Please specify match funding from other sources (external grants, own contribution etc). Cheshire East Council will take into account your ability to obtain funding from other sources and from your own existing funds when recommending an award. **We cannot guarantee to award the full amount requested.**

	Amount	Applied for (✓) and expected to hear (date)	Confirmed? (✓)
<b>Total Project Cost</b>			
Own existing funds/fundraising			
Projected income from ticket sales etc.			
Town / Parish Council			

Sponsorship (Please specify)			
Donations (please specify)			
Grants i.e. Lottery, WREN etc (Please specify)			
Non-Cash or In-Kind contributions			
<b>Amount requested from Cheshire East Council</b>			
<b>Total funding applied for/confirmed</b>			
<b>Balance Outstanding</b>			

If there is a balance outstanding or you are not awarded the full amount requested from Cheshire East Council please state how the shortfall will be covered or whether the project will be delayed:

Please provide a summary of your most recent accounts and whether the figures below are:

- A projection because the organisation has been running for less than 15 months
- Information from the organisation's latest accounts

Account Year Ending:

Total Income for the year

£

Total expenditure for the year

£

Surplus or deficit

£

Total savings or reserves at bank at year end

£

Please state organisation's bank account name:  
(who the cheque should be made payable to)

If your organisation is VAT registered please supply your VAT number

## 7. Your Project Beneficiaries

This information is for data collection purposes only and will not be used to assess your application unless you unfairly restrict access to your organisation, event or activity.

Please tell us the total number of people you expect to access your event, activity or facility

Please tell us which groups will benefit from your project (i.e. age, disability, ethnicity, disadvantaged etc.)

Does your organisation restrict access on the grounds of race, creed, colour, gender, sexual orientation, age, disability, occupation, religion or political persuasion?

Yes  No

If yes, please give us more information about why you restrict access

Please tell us which geographical area will benefit most from your project, event or activity (town/village).

### 8. Supporting Documentation

Please tick if you have the following documents. You do not need to send these documents in with your application (apart from your Constitution, which must be supplied by email or post within 7 days of submitting this application) but we may request copies at a later date.

Up to date Annual accounts/income and expenditure	<input type="checkbox"/>	Safeguarding Policies*	<input type="checkbox"/>
Copy of your Constitution (signed)	<input type="checkbox"/>	Quotes/Estimates for equipment**	<input type="checkbox"/>
Planning Permission**	<input type="checkbox"/>	Affiliation to a Governing Body**	<input type="checkbox"/>
Relevant Insurances	<input type="checkbox"/>	Equalities and Inclusion Policy	<input type="checkbox"/>

\* If your project involves work with children, young people under the age of 18 or vulnerable adults, you must have safeguarding policies in place relevant to your organisation's work and the project you are asking us to fund.

\*\* If your project requires planning permission you must have it before you apply. You may be required to send confirmation that planning permission is not required, or that it is required and has been granted.

Does your organisation restrict access on the grounds of race, creed, colour, gender, sexual orientation, age, disability, occupation, religion or political persuasion?

Yes  No

If yes, please give us more information about why you restrict access

Please tell us which geographical area will benefit most from your project, event or activity (town/village).





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# Cheshire East Council

## Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Kath O'Dwyer, Executive Director of People's Services and Deputy Chief Executive
<b>Subject/Title:</b>	Expression of Interest to the DfE Innovation Programme for Adopting Signs of Safety as our Way of Working in Children's Social Care
<b>Portfolio Holder:</b>	Cllr Liz Durham, Children and Families

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### 1. Report Summary

1.1. This report is to:

- inform Cabinet of the expression of interest that Cheshire East Council has submitted to the DfE Innovation Programme in partnership with Munro, Turnell and Murphy Consultancy for funding to transform Children's Social Care services
- and to request permission to proceed to the final stages of the bidding process and draw down funds should we be successful.

1.2. The DfE Children's Social Care Innovation Programme was launched by the Children's Minister, Edward Timpson, in October 2013. The programme is designed to support the redesign of service delivery to achieve high quality services, improved outcomes for children, and better value for money. Organisations are able to apply for funding and support from the Programme to implement innovative approaches to achieve these aims.

1.3. In partnership with Munro, Turnell and Murphy Consultancy and a number of other local authorities, we have submitted an expression of interest to the DfE Innovation Programme for funding to adopt Signs of Safety as our way of working across Children's Social Care.

1.4. Signs of Safety is widely recognised internationally as the leading progressive approach to child protection casework. There is a solid evidence base which demonstrates this approach improves outcomes for children and young people, and effectively supports families to develop their own sustainable solutions to keeping their children safe.

1.5. By adopting this approach, we will transform the way we work to protect our most vulnerable children and young people, and deliver consistently high quality services that put our children and young people first.

- 1.6. This is an extension to an existing project which was funded last year to implement Signs of Safety as the approach to working with families in ten local authorities. The extension involves up to 30 additional authorities joining the project, of which Cheshire East Council is one. These additional authorities would be 'buddied' with an authority from the first stage of the project to provide mentoring and support.
- 1.7. We have received confirmation from the DfE that our proposal has been successful in progressing to the next stage of the selection process.
- 1.8. This Programme is a significant opportunity for Cheshire East Council to enact change on a scale that we would not be able to support from our resources in house, and to invest in achieving sustainable changes for families, thus potentially saving money in the long term. It is also an opportunity to be involved in shaping the direction of change for children's social care and to be a leader for change within the sector. This project also offers significant opportunities for learning from and sharing best practice with other local authorities.
- 1.9. By re-designing delivery to put our children and young people at the heart of our service this project embodies the Council's values to Put Residents First. This work contributes to achieving outcome five of the Corporate Plan: ensuring people live well and for longer, and outcome six: being a responsible, effective and efficient organisation.

## 2. Recommendation

- 2.1. In order to support effective and efficient implementation, should funding be granted for this project, it is recommended that Cabinet:
  - Authorise the Executive Director of People to submit the business case and proceed to the final stages of the bidding process to the DfE Innovative Programme
  - Authorise the Executive Director of People to undertake all necessary negotiations and enter into any Funding and associated agreements to secure the funding from the DfE Innovative Programme
  - Delegate the authority to make decisions on the use of funds for this project to the Executive Director of People including the procurement of services, provision of grants and entering into partnership agreements.
  - Authorise match funding to a maximum of £165,000.
  - Authorise the acceptance and use of funds for this project, should it be granted, for the duration of the project over the three year implementation period.
  - Authorise that funding may be received direct from the DfE Innovation Fund or from a named partner in the project.

- Endorse that any funds not spent in the allocated year are transferred into the following year's budget.
- Note that when the funding is received the funds will be allocated to the Executive Director of People within the Council's Budget
- Note that Cheshire East Council is not the lead organisation for this project.

### **3. Other Options Considered**

- 3.1. If we are not successful in receiving funding from the Innovation Programme, we will use the funding we have been granted from the Corporate Transition Fund for £165k to adopt a strength-based model within children's social care. This will be on a smaller scale due to the funding available but should allow us to achieve our aims. However this option will not bring the significant benefits of participating in the Innovation project, for example the learning and support from the other local authorities, and the opportunity for raising the profile of Cheshire East and having a role in leading innovation and the direction of service development nationally. The impact of this option would also be limited as we would need to limit the adoption of the new model to within children's social care services, whereas the collaborative Innovation project will allow us to extend a common approach across both children's social care and early help services.

### **4. Reasons for Recommendation**

- 4.1. Cheshire East Council has submitted this expression of interest to the DfE Innovation Fund to transform our children's social care services. If we are successful and are granted funding for this project, we want to ensure we have the appropriate authorisation in place to start implementation immediately.
- 4.2. As an innovative approach, this project will require that we are flexible and responsive to the needs of our residents, partners and workforce as the project progresses, along with feedback and direction from the DfE.
- 4.3. The project includes working in partnership with other local authorities, our partners and private, voluntary and community organisations to deliver the project. Key partners we will deliver the project in partnership with are named in the expression of interest.
- 4.4. This project is led by Professor Eileen Munro, Dr. Andrew Turnell and Terry Murphy of Munro, Turnell and Murphy Child Protection Consulting and Associates. As such Cheshire East Council may receive funds from the lead organisation rather than direct from the DfE, and we are not the accountable body for the entire project, although we remain accountable for the implementation within Cheshire East Council.
- 4.5. The project covers a three year implementation period.

- 4.6. Children's social care has achieved significant improvements in the quality of our services since our provision was found to be inadequate in March 2013. In order to make the next step-change in our services, and achieve good and outstanding levels of service for our children and young people, we need to change the culture to one that puts children and young people first in everything we do.
- 4.7. Signs of Safety has been shown to be effective in achieving culture change, increasing engagement with and improving outcomes for children, young people and families. This approach will unite our workforce with a common goal, language and understanding, and provide a clear process for assessing risk and involving children, young people and families in assessing and recognising their needs and planning how these will be met.
- 4.8. A request for funding to develop one way of working for children's social care was submitted to the Corporate Transition Fund for £165k, and this was granted. This project would be match funded at 50% by Cheshire East Council using the funding granted from the Corporate Transition Fund. The current estimated total cost of this project to Cheshire East is £165k (with the same amount funded by the Innovation Programme, so the total for Cheshire East Council's element of the project being estimated to cost £330k in total.)
- 4.9. Detailed work on costings will be completed for the full business case, and costings are provisional and estimated at this stage. The entire project for last year involving 10 LAs received £4.6m of funding. Any increase to the agreed Transition Fund would need to be requested in due course.

## **5. Background/Chronology**

- 5.1. Developing one way of working (a single model for intervention) across children's social care is a key component of our Children and Young People's Improvement Plan and LSCB Business Plan. These plans have been received and endorsed by the Children and Families Senior Leadership Team, the Local Safeguarding Children Board (LSCB), the Children and Young People's Trust, and the Health and Wellbeing Board.
- 5.2. The expressions of interest were received by MGB on 27<sup>th</sup> July and the LSCB on 28<sup>th</sup> July 2016.

## **6. Wards Affected and Local Ward Members**

- 6.1. All wards and all members.

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

7.1.1. By re-designing delivery to put our children and young people at the heart of our service this project embodies the Council's values to Put Residents First. This project will support delivery of outcome five of the Corporate Plan.

### **7.2. Legal Implications**

7.2.1. In submitting the business case to proceed to the final stage of the bid for the grant the Council must ensure that it can comply with the grant terms and conditions.

7.2.2. Officers should consider whether the partnership is such that it establishes or implements a co-operation between the parties with the aim of ensuring that the public services they have to perform are provided with a view to achieving objectives they have in common as otherwise it may be that the Public Contracts Regulations 2015 (PCR'S) apply and a call for partners should be advertised in accordance with the Contract Procedure Rules.

7.2.3. Guidance should be sought from the Data Protection Officer where the work of the Partnership will involve the sharing of data or information. It may be necessary to include an information sharing agreement within the Partnership agreement.

7.2.4. Services required must be commissioned in accordance with the PCR's. Where the Council is awarding a grant it must not constitute illegal state aid and guidance should be sought from Legal Services.

### **7.3. Financial Implications**

7.3.1. As noted in the report, funding from the Innovation Programme will be used to invest in our services, with the aim of reducing demand in the long term and increasing value for money. The total cost of delivery will depend on which options are successful in winning grant funding and the detailed costings that will be prepared in respect of full business cases.

7.3.2. In any event, other than existing budgets for staff time and service delivery, and utilisation of £165,000 from the Corporate Transition Fund, all additional funding required will come from the Innovation Fund grant.

7.3.3. When grants are secured and project arrangements are determined, fully funded supplementary revenue budgets for the Service will be approved by the Chief Operating Officer and Executive Director of People's Services, as required.

**7.4. Equality Implications**

7.4.1. There are no specific equality implications.

**7.5. Rural Community Implications**

7.5.1. There are no specific implications for the rural community.

**7.6. Human Resources Implications**

7.6.1. Additional capacity will be needed to support the project. Recruitment to support implementation is included within the cost of the project.

**7.7. Public Health Implications**

7.7.1. There are no specific implications for the public health of Cheshire East residents.

**7.8. Implications for Children and Young People**

7.8.1. The aim of this project is to significantly improve outcomes for our most vulnerable children and young people in Cheshire East. This approach has been shown to be effective in other areas.

**7.9. Other Implications (Please Specify)**

7.9.1. No other implications.

**8. Risk Management**

8.1. This programme of work will be underpinned by a project management approach and as such will have a risk log which will be regularly reviewed and monitored.

**9. Access to Information/Bibliography**

9.1. **Appendix 1: Expression of Interest for Implementing Signs of Safety**

9.2. Information on the DfE Innovation Programme can be found at: <http://springconsortium.com/>

9.3. Information on Signs of Safety can be found at [www.SignsofSafety.net](http://www.SignsofSafety.net)



## 10. Contact Information

Contact details for this report are as follows:

<b>Name:</b>	Kath O'Dwyer
<b>Designation:</b>	Executive Director of People's Services and Deputy Chief Executive
<b>Tel. No.</b>	01270 371105
<b>Email:</b>	<a href="mailto:Kath.O'Dwyer@cheshireeast.gov.uk">Kath.O'Dwyer@cheshireeast.gov.uk</a>

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# Children's Social Care Innovation Programme

## Expression of Interest Form

### Section 1

#### About your organisation

##### 1.1 About your organisation

Lead organisation	Munro, Turnell and Murphy Child Protection Consulting (MTM)	Address	1/153 Kensington Street, East Perth, WA 6004, Australia
Lead contact	<b>Terry Murphy</b>		
Position	Partner		
Email address	<b>terry.murphy@munroturnellmurphy.com</b>		
Phone number	+61 417 960 628		
Type of organisation	private sector provider		
Number of years the organisation has been operating for	3 years		

##### 1.2 About your partners

Are you working or planning to work with partners on your innovation?

Yes

If yes, please list in the table below your partners or potential partners and describe the current status of the relationship:

<i>Partner</i>	<i>Type of organisation</i>	<i>Status (confirmed, in discussion, plan to approach)</i>	<i>Previous funding from Innovation Programme? (yes, no, unsure)</i>
First wave EIP local authorities: Bristol, Brent, Leicestershire, Lincolnshire, Norfolk, Suffolk, Wakefield, West Sussex, Wokingham	Local authorities	<b>Confirmed</b>	Yes
New agencies: Bedford, Bexley, Bracknell Forrest, Bradford, Coventry, Cumbria, Doncaster CST, Haringey, Manchester,	Local authorities and a children services trust	<b>Confirmed</b>	Some agencies

Merton, Newcastle, North Yorkshire, Nottingham City, Sandwell, Solihull, Stoke-on-Trent, Telford and Wrekin, Torbay, Wandsworth, Surrey, Northamptonshire, Reading, Barnet, Cheshire			
Six other new agencies that have contacted MTM seeking to participate		<b>In discussion</b>	Some agencies

### 1.3 Your involvement so far

Have you previously received funding from the Innovation Programme (yes, no)?	<b>Yes</b>
Have you had previous conversations with DfE regarding this proposal or the ideas within it (yes, no)?	<b>Yes</b>
If yes, who have you spoken with?	<b>Nicola Archer, Eleanore O'Reilly</b>
Would you like to opt out of regular innovation programme update emails? We will still communicate with you about your EOI (yes I want to opt out, no I don't want to opt out)?	no I don't want to opt out
Is your organisation applying for or receiving funding for activity related to children's social care from any other government or charitable innovation or transformation fund (yes, no)?	no
If yes, please give brief details.	

*The word counts included in this form are maximum word limits. You may use fewer words if you can answer the question clearly.*

## Section 2

### Summary

#### 2.1 Summary of your proposal (250 words)

*Please explain clearly and succinctly what it is that you want to do and what difference you think it can make. State in simple terms what specifically is innovative and distinctive about your proposal and what benefits you think it will yield?*

The MTM proposal has three interrelated strands that will reduce demand in the system for highly intensive services, build a more skilled and empowered workforce, develop practice that is effective in safety planning and intervention as well as more efficient, reduce stale bureaucracy and counter defensive practice.

1 Extending and demonstrating innovations in practice and organizational alignment, as well as implementing substantial new second wave innovations, with the ten EIP first wave partner local authorities:

- Delivering care through extended family and social networks where families and their networks are engaged in

(safety) planning from the very beginning - one of the most underdeveloped areas in the safeguarding agenda.

- Developing case practice learning labs through open video conference consultation on complex cases and publishing these as learning exemplars.
- Substantially further reforming case management processes to align fully with the practice methodology.
- Developing the Signs of Safety quality assurance system further to include monitoring and measuring application of the practice methodology, in line with its results logic, at team and organisational levels in real time, and also to provide detailed evidence of outcomes and what works in which circumstances.

2 Implementing Signs of Safety with up to 30 new partner agencies, local authorities and a children’s services trust, (some completely new, some early in introducing the practice, and others restarting having not previously addressed implementation), to embed the practice and drive organizational alignment. This will draw on the learning from the first wave EIP, transforming children’s services with practice at the centre and directly addressing the challenges identified in the Munro Review, and include implementing the second wave innovations.

3 Developing the Signs of Safety community of agencies across England through new sustainable regional networks, all-UK Signs of Safety leadership days, social media for shared learning and development, exploring a Signs of Safety accreditation system, and continuing engagement with Ofsted.

This will establish a learning community of up to 40 authorities, with a range of Ofsted inspection ratings, that have undertaken whole system implementation, a unique and critical development for England to sustain effective practice and build detailed evidence of what works.

**2.2 What do you want to get out of participating in this programme? (150 words)**

The first wave eighteen month EIP delivered substantial progress on implementing Signs of Safety practice, aligning organisations’ processes and leadership. Cautious calculations suggest that by March 2017 £12.5m may have been saved by the ten authorities (Dennis Simpson, March 2016). However, eighteen months is insufficient to complete the implementations. We want to build on the achievements of the first wave EIP to extend the innovations and the evidence for effectiveness.

A major first wave EIP learning has been that the community of local authorities working together was fundamental to achieving change, fostering coherence in learning and collective action for organisational development.

Similarly, the first wave EIP demonstrated dramatically that transformation has to be grounded in practice - how practitioners actually work with families and children, aligning the organisation to the practice. Substantial further alignment of case management processes and further developing quality assurance to monitor and measure the practice methodology will enhance practice consistency and fidelity as well as sustainability.

Leadership is critical, being close to practice and driving the implementation, and the EIP programme greatly fosters both.

**Section 3**

**Your proposal and the impact you want to have**

3.1 What geographical area is initially covered by your proposal? (Where multiple locations are covered, please identify these as appropriate)	<p><b>Delete as appropriate</b></p> <p>North East North West Yorks. &amp; Humber East East Midlands</p>	<i>(Enter information on your sub-regional area here)</i>
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	West Midlands South East South West London	
3.2 Which of our focus areas does your proposal respond to?	Rethinking children's social care	
<p><b>3.3 About the problem your innovation is trying to address (200 words)</b>  <i>What is the problem? To what extent is it a problem and for whom? How do you know this - what evidence or insights do you have about the problem? At this stage, you may not have completed gathering evidence about or analysing your problem, but you should have a clear sense of the issue you are seeking to address. In what way do you think your proposal aligns with the DfE's priority areas of interest?</i></p> <p>The description of England's children's services by Munro (2011) remains apposite, a defensive compliance culture, overly bureaucratic procedures, social workers spending insufficient time working directly with children and families, professional expertise eroded and social workers' role unclear.</p> <p>The first wave EIP agencies made solid progress in implementing Signs of Safety, developing their practice, reforming organizational processes to better support practice, and improving their ways of understanding how well children and young people, and their organisations, are doing.</p> <p>The reform context is promising: the mindset following the Munro Review, the EIP, a revised Ofsted inspection framework and DfE proposals for accreditation and ambitious standards to drive quality and effectiveness.</p> <p>Notwithstanding progress and a more conducive national policy context, the journey toward a learning culture that is continually extending and deepening practice can be long and arduous. Eighteen months for the first wave EIP was insufficient to complete this transformation.</p> <p>Agencies are constantly at risk of the implementation journey stalling and losing ground due to a combination of leadership changes, entrenched systems that are difficult to align (particularly information management), financial pressures, workload challenges, and the time it takes to grow the skills and capacity of large and varied staff and leadership groups.</p>		
<p><b>3.4 About your solution (200 words)</b>  <i>What is your proposed innovation and how would it work? At this stage it's ok if your proposal is embryonic, with full details of the operating model still to be developed. Equally, it's ok if you have already started testing out or piloting your innovation or are seeking to scale and spread an existing solution.</i></p> <p>Implementing Signs of Safety practice, clarifying and substantially transforming work with families and children, remains a major and demanding innovation for agencies.</p> <p>Signs of Safety encompasses principles for practice; a range of tools for directly engaging children and families in assessment, decision-making and planning; disciplines for practitioners' application of the approach, and processes through which the work is undertaken with families and children and partner agencies.</p> <p>The Signs of Safety theory of change has been reinforced through the experience of first wave EIP. The implementation framework has been revised to better establish the practice approach as the foundation for organizational transformation within a continuous learning and development cycle of practice learning, leadership, organisational alignment and meaningful measures (quality assurance and records of case work).</p> <p>Four areas are proposal particularly are substantial second wave innovations:</p> <ul style="list-style-type: none"> <li>• Deepening practice in finding and engaging extended family and social networks in assessment and (safety) planning</li> </ul>		

- Developing case practice learning labs
- Reforming case management processes to align fully with the practice methodology
- Further developing the Signs of Safety quality assurance system to monitor and measure application of the methodology, consistent with its results logic providing detailed real time outcome measures at team and organisational levels.

### 3.5 About the outcomes you want to achieve (300 words)

*What will change for children who need help from social services, and to what extent? How will you demonstrate value for money? How will you measure the financial and non-financial outcomes you want to achieve? At this stage, you may not have precise figures on cost effectiveness, but you should be able to articulate why you think the proposal would be cost effective. Similarly, you may only have some initial thinking on what you will measure and how.*

We want to achieve the outcomes that are indicated in the international evidence from where Signs of Safety has been applied systematically:

- Families and children feel more empowered, are better able to understand children’s services’ concerns and requirements and so are better able to address the concerns for more effective outcomes and reduced re-referrals
- Practitioners report greater clarity, job satisfaction and commitment leading to improved staff retention and reduced absenteeism
- The number of children removed from families reduces as the number of families being supported intensively increases, including greater confidence to close cases.

The centrality of the practice approach as the foundation for organizational transformation, involving leadership focus and development, organisational alignment and meaningful measures as well as practice learning, directly addresses the challenges identified in the Munro Review, builds clarity and accountability of social work, and provides a unifying impact across the whole service system.

Early VFM data from the first wave EIP local authorities implementing Signs of Safety (Dennis Simpson, March 2016) indicated positive cost benefits:

- Reducing demand in the system for highly intensive services
- Creating a culture where social workers feel increasingly empowered and skilled leading to greater recruitment stability
- Stronger decision-making about risk, harm and safety leading to more efficient practice.
- Some agency’s data reflect reduced numbers of children in need, child protection plans and looked after children.

Cautious calculations suggest that by March 2017 £12.5m may have been saved by the implementations

Further developing the Signs of Safety quality assurance system will provide better outcome data, both for agencies in real time, and to facilitate learning about what helps and what hinders achieving effective outcomes in what circumstances.

### 3.6 Why do you believe your solution can achieve the level of change you describe above? (200 words)

*What evidence do you have from your own work or from elsewhere to suggest that your innovation will work? If you have already been testing your innovation you should have evidence that it works; if you haven’t you should have a compelling rationale that draws on relevant evidence. This may range from reports of the views of those you have helped, to academic study evidence.*

Comprehensive reviews of published research and administrative data from implementing organisations are set out in the Signs of Safety Comprehensive Briefing paper by Dr Andrew Turnell and Terry Murphy (3rd edition, 2014) and Professor Peter Pecora of Washington State University (2016). This includes published research from Wilder Research (2010, 2012, 2013) and Casey Family Programs (2013) in the USA, Versanov (2013) in Canada and the NSPCC (2013) in the United Kingdom.

Dennis Simpson prepared the Value for Money report in March 2016 looking at data from seven of the ten first wave EIP local authorities and from other agencies implementing Signs of Safety in the USA, The Netherlands, Wales and one other local authority in England.

Professor Eileen Munro will be publishing an action research report reflecting surveys of staff and family experience of Signs of Safety practice and its implementation, at the start and end of the first wave EIP period, in August 2016

Dr Mary Baginsky of Kings College will be publishing evaluation reports focusing on outcomes for children, young people and families, at the start and end of the first wave EIP period, and value for money in relation to social workers allocation of time, in October 2016.

### 3.7 Which evaluation outcomes for children are your top priority?

**Please choose up to 3 from list and delete the rest**

Increasing number of children looked after who return home safely

Reducing numbers of young people looked after

Reducing re-referrals

If your solution has other priority outcomes, please specify below

Reducing repeat removals

Reducing risk on the edge of care

### 3.8 What thoughts do you have, at this stage, about your approach to evaluation?

(150 words)

*Will you focus more on evaluating the process, or the impact? And would you want to work with external evaluators, or with embedded researchers?*

We are eager to continue to measure the impact of Signs of Safety practice on children, young people and families, and to identify more clearly the factors in the practice and the organisational arrangements that deliver improvement.

Both external evaluators and embedded researchers are anticipated and preferred. Further development of the quality assurance system will provide critical feedback about outcomes.

The evaluation methodology of the first wave EIP could be refined and the time line extended.

Monitoring and measuring the application of the results logic of the practice methodology, at team and organisational levels, will enable agencies and embedded researchers to assess the link between the practice and outcomes. Key indicators for monitoring case trends and outcomes form part of the quality assurance system developed in the first wave EIP.

Analysis of this data together with information from collaborative case audits and survey data from families on practice and staff on organisational fit, also from the quality assurance system developed in the first wave EIP, will provide rich information on the practice factors that deliver effectiveness.

### 3.9 (a) Scaling your solution (200 words)

*What potential do you think it has to work at a bigger scale (through extending the reach of, replicating or by others adopting and adapting your solution)? Why do you think your innovation has the potential to transform the system in which it will be implemented? What would you do or require to help make this happen?*

The impact of Signs of Safety in the first wave EIP authorities, attested to by Ofsted, and the uptake by new agencies both indicate its capacity to be scaled.

The first wave EIP demonstrated that whole system Signs of Safety implementation can very effectively refocus overly bureaucratic, defensive and compliance-driven organisations as described in the Munro Review.



MTM deliver the approach through a mix of core learning in Signs of Safety (basic training, advanced training, coaching for practice leaders; supporting the transition of basic training in house; developing specific areas of practice) and organisational consultancy to plan and drive implementation in line with the framework of learning, leadership, organisational alignment and meaningful measures.

The substantial learning and development that comes through the community of agencies and was also fundamental to achieving change, fostering coherence in learning and collective action for organisational change, will continue largely through regular leadership workshops, and a new buddy system between first and second wave agencies.

## Section 3.9 (b)

Only answer if you are applying to scale and spread an innovation project which has already received funding from the innovation programme (please also answer 3.9a)

### 3.9 (b) **Scaling your existing solution** (300 words)

*How will funding enable you to scale and spread system transformation at an accelerated pace? How will you use funding to do more than you proposed in your project's original Innovation Programme bid? Please make your case as compelling and clear as possible, making sure to pay particular attention to criteria four and five.*

MTM has expanded English Signs of Safety trainer and consultant capacity and some agencies have developed to do their own basic training.

Refining the implementation framework has also involved sharper definition of learning and development for practice leaders (team managers and practice consultants) and organisational leadership, aligned with Signs of Safety quality assurance. This will further support consultants to lead this work and for it to cascade more readily into workplace based learning.

This will enable MTM principals, Andrew Turnell and Terry Murphy, to do less direct work and more supervision and coaching with English consultants.

The 10 first wave authorities and up to 30 new agencies will join the project. Intensive implementation with so many agencies could not occur without EIP funding. This will enable learning and development to be available to agencies at half its cost, organizational consultancy to drive and guide implementation being provided to all agencies, as well as enable the further developments such as in quality assurance.

MTM have also agreed to be full partners in two other EIP proposals. First, with Achieving for Children, to implement Signs of Safety across the company, with existing local authorities and new authorities joining the company. Second, with Compass, a mental health provider, and five children's services, to use Signs of Safety as the integrated practice methodology for mental health services working with children's services, building on work with Norfolk in the first wave EIP.

The third strand of the proposal is also considered essential, further building the Signs of Safety community of agencies, for shared learning and development, through new sustainable regional networks, more all UK Signs of Safety leadership days, possibly an accreditation system, and social media. This reflects first wave EIP experience that the community of local authorities was fundamental to achieving change.

## Section 4

### Making it happen

**4.1 Who will lead and deliver the work? (150 words)**

*Name the key person or people in the team. Please include job titles if applicable, list what role people would play in developing and delivering your innovation, and mention any relevant experience or knowledge they bring.*

**Professor Eileen Munro** will lead on the quality assurance aspects of the proposal.

**Dr Andrew Turnell**, principal architect of the Signs of Safety, will lead on implementations and coach trainers and consultants.

**Terry Murphy**, former Director General of the Department for Child Protection and Family Support in Western Australia, will lead on implementations and coach trainers and consultants.

**Viv Hogg**, Signs of Safety regional director for the UK will oversee project management, provide some learning and development and organisational consultancy, and coach trainers and consultants.

**Dame Moira Gibb**, former DCS and local authority chief executive joined MTM for the first wave EIP, and will provide targeted leadership development and advise the project.

**Dennis Simpson**, former DCS and the coach for MTM in the first wave EIP, will provide targeted leadership development and advise the project.

**Joke Wiggerink**, former director of a statutory child protection organization in The Netherlands will lead on implementations and provide practice learning and development and organisational consultancy.

A team of around fifteen English licensed Signs of Safety trainers and consultants, all previously social work practitioners, managers and principal social workers will provide practice learning and development and organisational consultancy.

**4.2 Who needs to say ‘yes’ to make your solution happen? (100 words)**

*What permissions – formal and informal – do you need? Do you have these permissions already, if not how do you plan to obtain them? At this stage you may not have all the requisite approvals , but you should have grounds for confidence that these will be achieved*

A detailed and itemized outline and plan has been prepared and is the basis for discussions with agencies.

All ten first wave EIP local authorities have confirmed they will participate. These are Bristol, Brent, Leicestershire, Lincolnshire, Norfolk, Suffolk, Wakefield, West Sussex, Wokingham. Discussions have occurred with key senior staff informing the proposal and with DCS’s. Formal DCS and chief executive approval for participation is anticipated in the next stage.

24 new agencies have confirmed they will participate. These are Bedford, Bexley, Bracknell Forrest, Bradford, Coventry, Cumbria, Doncaster CST, Haringey, Manchester, Merton, Newcastle, North Yorkshire, Nottingham City, Sandwell, Solihull, Stoke-on-Trent, Telford and Wrekin, Torbay, Wandsworth, Surrey, Northamptonshire, Reading, Barnet, Cheshire. A further six agencies have contacted MTM seeking to participate and are likely to confirm. Discussions have occurred at senior levels with these organisations. Formal DCS and chief executive approval for participation is anticipated in the next stage.

**4.3 Who else will you need or want to engage in the development and/or implementation of your solution? (100 words)**

MTM can draw on an international network of licensed Signs of Safety trainers and consultants and does so for its own learning and development in particular implementations. It can draw on these people if unanticipated capacity issues arise.

The international community of agencies implementing Signs of Safety also provides a source of learning and

development and sharing resources between local and international agencies.

**4.4 What are the biggest challenges, risks or negative unintended consequences of your solution and what might you do to overcome or mitigate them? (200 words)**

Risks and challenges	Mitigation
Moving from a defensive compliance culture to a learning culture	Signs of Safety practice as the foundation for organizational transformation, locating this in a continuous learning and development cycle and focusing implementation on practice learning, leadership, organisational alignment and meaningful measures.
Fear of blame, punitive media, consequent defensive practice	Working with leadership to foster a safe organization in which workers are supported through crisis, contention and tragedy.
Inherent weaknesses in child protection practice, e.g. authority misused, reactive thinking, crisis driven casework	The nature of Signs of Safety practice (principles, disciplines and processes) and aligned leadership
Signs of Safety adoption only in part	QA involving families, staff and leadership
Mature and crowded QA systems not adapting to Signs of Safety	QA developed collaboratively with agencies designed to be implemented in whole or in part
ITC systems poorly aligned	Building on the first wave EIP development of an ITC prototype, engaged industry, and App
Buy-in from key stakeholders	Partner agencies are included in learning, key alignments (such as forms) and actual practice
Key leadership moving	Explicit chief executive and political backing, organisational alignment and distributed leadership
Funding cuts	EIP and value for money outcomes

**4.5 What impact could any disruption associated with implementing your solution have on the quality of service and outcomes for children during the transition period? What are your early thoughts on how to manage this? (200 words)**

The experience of working with ten authorities in the first wave EIP included having two that had difficulty gaining traction due to leadership challenges and organizational histories of inertia. These were addressed by the team and with the authorities and both came through very well. There was not a negative impact on service quality and outcomes for children, with improvement to service delivery slowed rather than disrupted. There was an impact for staff with raised expectations not being met until leadership could make progress with organisational alignment. This could have had an indirect impact on service delivery but it was not a disruption. Similar challenges can be anticipated with the new agencies and again these will be addressed within the MTM team and clearly and directly with the agencies.

**4.6 How much will it cost? (150 words)**

*What level of investment do you require from DfE and what is this investment needed for? What are your best estimates on the overall costs needed over the next year, and what will your solution cost annually beyond that? (At this stage we're only asking for an overall figure. If we invite you to develop a proposal we will ask you for a detailed budget).*

First year £5.9m

Second year £5.9m

Total estimate £11.8m

- £8.5m Direct grants to agencies
- £2.276m MTM services
- £382k Project management
- £442k Travel
- £200k Research

**4.7 Over what period of time will you require funding?**

*We would expect to fund over 12 to 24 months, but will consider a longer time frame, if required.*

24 months

**4.8 What resources do you intend to leverage to deliver your solution? (150 words)**

*This includes financial, pro bono and support in kind, from your own resources or via partners and other stakeholders.*

Budgeting and discussions with agencies have proceeded on the assumption that the cost parameters will mirror those of the first wave EIP:

- Agencies will match funding for direct grants
- Training is cost shared (provided at half price)

The project involves first wave EIP authorities as partners/critical friends for second wave EIP agencies with a dedicated DCS and assistant DCS leadership group to support leadership across the agencies.

The international community of agencies implementing Signs of Safety also provides a source of learning and development and implementation and sharing resources (such as aligned policies and procedures, supervision systems, learning materials) between local and international agencies, through MTM.

**4.9 What don't you know yet? (200 words)**

*It's ok not to know everything at this stage. What things do you still need to work out about your proposal and/or how to make it happen? What might you need support to do this?*

The number of new agencies confirmed to participate will be finalized in the proposal stage.

Some details of the planned budget may be adjusted in the proposal stage.

**4.10 What could you do to sustain the impact of your solution and to financially sustain the activity? (200 words)**

*What makes you confident that your innovation can have a sustained impact over many years? How will you make sure it becomes mainstream practice rather than peripheral to children's services in the areas in which you are operating? How do you think the activity could be funded once any support from the Innovation Programme ceases, both at current and a larger scale? What would you do to ensure this is the case?*

Signs of Safety is sustained by aligning the organization to the practice with particular focus on policies and procedures, forms, QA and ITC systems. While this takes time in all organisations, it directly addresses sustainability.

Signs of Safety is the way the work is done, not additional work nor an add-on programme, so once embedded it does not require specific additional funding.

As agencies develop the capacity to deliver their own basic training and thread the practice approach through all their internal training, they can sustain themselves with limited input from licensed trainers and consultants.

Organisational factors such as leadership development, organisational systems development, quality assurance and ITC are addressed by agencies regardless of the practice framework. Signs of Safety imposes no additional costs in these areas over the long term, and each step of alignment further sustains the practice.

Building the community of Signs of Safety agencies will significantly enhance sustainability through shared learning and development and the strength to act collectively.

The development of Signs of Safety itself is not static. It is a mature model that itself innovates, as does its implementation, based on the experience of agencies, workers and families. A vibrant learning community exists and will develop further to build and sustain the development of great practice in England into the future.

Please turn the page for details on where to submit the form.

### Submitting the form

**By submitting this expression of interest form you commit to:**

- Working with DfE and our programme delivery and evaluation partners.
- Being open to working in new ways and being supported to develop the skills and capacity to do so. If you are invited to develop a full proposal this will include working with an innovation coach and other technical experts.
- Participating in a rigorous learning process, including a robust evaluation and sharing learning from your process and innovation publicly, if your proposal is funded.

Please submit this form by email to: [CS.INNOVATIONPROGRAMME@education.gsi.gov.uk](mailto:CS.INNOVATIONPROGRAMME@education.gsi.gov.uk)

**Costs and expenses**

You will not be entitled to claim from the Department any costs or expenses which you may incur in preparing your proposal whether or not your proposal is successful.

**Feedback**

Unfortunately, we will be unable to offer formal feedback on your proposal at the EOI stage.

**Inducements**

Offering an inducement of any kind in relation to obtaining this or any other grant with the Department will disqualify your application from being considered and may constitute a criminal offence.

**Freedom of information**

The Department is committed to open government and to meeting its responsibilities under the Freedom of Information Act 2000. Accordingly, all information submitted to the Department may need to be disclosed in response to a request under the Act. If you consider that any of the information included in your proposal is commercially sensitive, please identify it and explain (in broad terms) what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity. You should be aware that, even where you have indicated that information is commercially sensitive, we may still be required to disclose it under the Act if a request is received. Please also note that the receipt of any material marked 'confidential' or equivalent by the Department should not be taken to mean that we accept any duty of confidence by virtue of that marking. If a request is received, we may also be required to disclose details of unsuccessful proposals.

**State Aid**

State Aid rules must be adhered to. State Aid is a European law term which refers to forms of financial support from a public body or publicly-funded body, given to organisations engaged in economic activity on a selective basis, which has the potential to distort competition and affect trade between member states of the European Union. Unauthorised State Aid is unlawful aid and if public authorities award State Aid in breach of the rules, the European Commission has the power to require repayment with interest from the aid beneficiary. State Aid may be permitted if it falls under a certain threshold. This is known as de minimis aid. Currently the total de minimis aid granted to any one organisation must not exceed €200,000 over any period of three financial years.

We consider it unlikely that the funding to be provided under this scheme would be considered State Aid. However, applicants should form their own view, taking advice if necessary, as to whether the funding they receive is unlawful State Aid. Furthermore, if you have received State Aid from any public body in the previous three financial years you must let us know on the application form. If your organisation has received State Aid in the previous three financial years below the de minimis threshold, this could possibly limit the amount for which you are eligible.

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## Cheshire East Council

### Cabinet

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<b>Date of Meeting:</b>	6 <sup>th</sup> December 2016
<b>Report of:</b>	Frank Jordan – Executive Director of Place
<b>Subject/Title:</b>	Merger between Wulvern Housing and the Guinness Partnership
<b>Portfolio Holder:</b>	Councillor A. Arnold – Housing and Planning

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#### 1. Report Summary

1.1 Wulvern Housing is one of Cheshire East's three Large Scale Voluntary Transfer Organisations (LSVTs) and was formed in 2003 through the transfer of housing stock from the former Crewe and Nantwich Borough Council.

1.2 Wulvern Housing employs around 200 people and has a turnover of £27 million. From their inception they have continued to grow and now own approximately 5,500 properties, which are predominantly within Cheshire East, and a smaller stock within Cheshire West and Chester.

1.3 As we are aware, the environment in which both Local Authorities and Registered Providers operate is challenging. Over the last year we have seen Registered Providers undergo a number of changes which have had significant implications for them and forced them to reconsider their long term business plans and also the way in which they operate.

1.4 Wulvern Housing's Board recognised that this strategic context was one that challenged their ability to continue to thrive in the same way they had done previously. The changes represented a substantial and adverse impact on their continued ability to develop new homes and improve existing services, and in this context Wulvern's Board took the decision to explore the potential of a merger.

1.5 Wulvern set out a number of criteria in which to select a partner, including but not exclusively their ability to help them to address:

- Housing need and develop homes in a low grant environment
- Support the ambitions of the high growth agenda for Crewe
- Building homes for sale
- Enabling them to provide high level customer services

1.6 Following a selection process, Wulvern selected Guinness Partnership due to their ability to meet the specified criteria whilst demonstrating similar objectives,

common values, a cultural fit and a shared commitment to customers and employees.

1.7 There are a number of identified benefits of the merger:

- Delivering new homes at a lower operating cost
- A better customer experience for more people
- More homes for Cheshire - targeting delivery of 1,000 homes between 2018 and 2023.
- A better employee experience and more career options
- Financial stability and resilience

1.8 Both parties are currently engaging with Stakeholders including customers in relation to the merger.

1.9 Local Authority support and HCA approval are now being sought. Wulvern are requesting that Cheshire East support the proposal, both in terms of the strategic and investment outcomes it will achieve. It has been requested that Cheshire East demonstrate their support through their nominated representative voting in favour of the proposal at the Wulvern Board Special General Meetings which will be held in December 2016 and January 2017, which will give our formal consent to the merger.

## **2. Recommendation**

2.1 Cabinet are recommended to endorse the proposed merger between Wulvern Housing and Guinness Partnership following reassurances that:

- Guinness are taking over all assets and liabilities by way of a Transfer of Engagement from Wulvern.
- A clear client management relationship can be achieved.
- There continues to be representation on the Board to represent the interests of the Cheshire area.

2.2 To delegate authority to the Executive Director of Place in consultation with the Portfolio Holder for Housing and Planning and Director of Legal Services and Monitoring Officer for any resulting action and to agree a set of service standards with Guinness in order to establish an effective monitoring arrangement.

## **3. Other Options Considered**

3.1 Cheshire East could withhold their support for the proposal, however the HCA as the appointed Regulator for social housing would make the ultimate decision, and would only take into consideration our reasoning for withholding support.

## **4. Reasons for Recommendation**

4.1 The housing agenda in which we are all operating is continually changing and evolving. Local Authorities and Registered Providers need to respond in order to

meet the needs of residents. Registered Providers have experienced significant changes which have forced them to reconsider their long term futures including mergers with larger Providers. In order for Wulvern to continue to operate and meet the needs of their existing and future customers they consider that a merger is the best option for their business, providing them with financial stability, resilience and opportunities for continued growth.

4.2 As a non-stock holding authority, Cheshire East relies on Registered Providers to manage the social housing sector, develop and purchase properties from developers as part of Section 106 agreements, and work with the authority to meet the needs of some of our most vulnerable residents. We have in essence come to rely heavily on Registered Providers to assist us to fulfil our statutory duties. In order for Registered Providers to continue to assist the Council to meet housing need they need to be in a strong position with the ability to continue to invest and grow within the sector. The merger between Wulvern and Guinness Partnership will provide these opportunities.

### **5. Background/Chronology**

5.1 Wulvern has followed a robust selection process and has resolved to seek approval from the Homes and Communities Agency to merge with Guinness Partnership, who are a large housing association, founded over 125 years ago. Guinness Partnership has 60,000 homes across England, of which 26,000 are in the North. They employ around 3,000 people and have a turnover of £370m.

5.2 Following the merger Cheshire East will have the largest concentration of stock for Guinness in a local authority area. Guinness's largest offices are in London and Greater Manchester and, following the merger, the plan is to retain the office currently owned by Wulvern at Electra Way, Crewe. In addition to its housing services, Guinness operates a care business providing domiciliary care and support services.

5.3 Wulvern has provided a summary of the business case for the merger between themselves and Guinness Partnership. It provides details of the benefits of the merger, the current status, details in relation to governance and next steps, and requests support from Cheshire East.

5.4 Cheshire East has considered the implications of a merger, including:

- In 2003 Crewe and Nantwich transferred their stock to Wulvern which was underpinned by a legal Transfer agreement. The agreement sets out the covenants, conditions and other obligations which were to be observed and performed by Wulvern. In merging with Guinness Partnership, Wulvern would dissolve having first transferred all of its assets, obligations and liabilities, including the commitments in the LSVT Transfer agreement into Guinness. This means that all elements of the Transfer agreement would be honoured by Guinness.
- Cheshire East currently has just under 7,000 applicants on the social housing waiting list and relies on Registered Providers to develop and deliver affordable rented provision. The merger with Guinness would provide

financial stability and strength and would enable them to invest in the delivery of 1,000 new homes between 2018 and 2023. This would include some rental provision to assist us in not only assisting those on the waiting list to access housing but to also help us to fulfil our statutory homelessness duties.

- Contributing towards our ambitions for regeneration in Crewe – Wulvern are the largest stock holding Registered Provider in the Crewe area and through the merger they can work with the Council to achieve our goal. They will look to regenerate areas of Crewe, improving the homes, diversifying tenure and addressing the estate's past reputational issues and, in so doing benefit the life chances of residents.
- Cheshire East welcome the fact that Guinness will be retaining the workforce and offices within Crewe as this is recognised as significant contribution towards the local economy and local supply chain.

## **6. Wards Affected and Local Ward Members**

### 6.1 All Wards

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

7.1.1 The housing offer in Cheshire East is fundamental to the wellbeing and prosperity of the Borough, contributing towards the quality of Place. There are direct connections between the quality of the housing stock and health, educational attainment, carbon reduction and care for older people. Providing sufficient affordable housing of good quality is essential to maintaining economic growth and vitality. Cheshire East relies very heavily on Registered Providers to deliver and maintain good quality social housing to meet the diverse housing needs of our communities. We need to ensure that they have the capacity and ability to deliver this.

7.1.2 Housing is intrinsically connected to a range of strategic priorities emanating from national directives and Cheshire East's strategic and service initiatives including the Local Plan Core Strategy, Cheshire East's Business Plan and the Housing Strategy.

### **7.2 Legal Implications**

7.2.1 In order to protect Cheshire East's interests in relation to the Stock Transfer Agreement and other obligations, consideration had to be given to all the potential implications of the proposed merger. These relate to right to buy receipts, disposal of assets, nomination agreements and representation on the Board.

7.2.2 Wulvern have stated that it would be appropriate to create a combined organisation by effecting a Transfer of Engagements of Wulvern Housing

Limited into Guinness. This would mean that Wulvern Housing would dissolve and its assets and liabilities, including the commitments in the local authority transfer agreement along with all other existing contracts, transfer into Guinness. Guinness would therefore honour the commitments made within the original Sale Contract and Transfer agreement and also under any other contractual or lease agreements between Cheshire East and Wulvern.

- 7.2.3 Part of the merger would mean that Wulvern adopt the Guinness governance model (Committee structure, and Board and Committee Terms of Reference) for the combined organisation. This would mean that they will appoint one Wulvern Board member to the main Guinness Board, and appoint a number of Wulvern Board members to relevant Guinness Committees as vacancies and skills matches allow. It is felt that this will enhance their shared understanding of the combined business and help provide assurance to Wulvern that their legacy and Guinness's commitments will be protected. Cheshire East's nominated representative will not be guaranteed a place on the new Board and therefore reassurances will be required that there will continue to be a representative on the Board who will represent the interests of the Cheshire area.

### **7.3 Financial Implications**

- 7.3.1 Right to Buy (RTB) receipts are received annually by Cheshire East Council from the three Registered Providers – Peaks & Plains Housing Trust, Plus Dane Group and Wulvern Housing.
- 7.3.2 The RTB receipts are shared in accordance with the original transfer agreement, which sets out the duration and calculation of receipts under the terms of the merger. This continued commitment will pass to Guinness.

### **7.4 Equality Implications**

- 7.4.1 Wulvern has stated their commitment to continue to provide a high level of customer service for their existing customers and the benefits for future customers. These would have positive equality implications, ensuring that we have a housing offer to meet a range of needs, including homes for the elderly.

### **7.5 Rural Community Implications**

- 7.5.1 Wulvern has housing stock within our rural communities, however the proposal to merge with Guinness Partnership would provide them with the financial stability to meet their commitments to customers.

## **7.6 Human Resources Implications**

7.6.1 There are no HR implications for Cheshire East. Both Wulvern and Guinness have stated they are committed to providing a brilliant employee experience. A larger combined workforce provides more opportunities for employees, including:

- Career progression, secondments and development opportunities within a larger organisation, improving recruitment and retention.
- A wide range of training and development initiatives, reflecting investments in learning and development.
- A higher number of apprenticeships across a wider range of professions delivered within a structured programme.

## **7.7 Public Health Implications**

7.7.1 The provision of decent accommodation can have significant health benefits for residents. Poor housing can impact on a person's mental and physical health. Wulvern has committed to providing high quality provision.

## **7.8 Other Implications (Please Specify)**

7.8.1 None Identified.

## **8 Risk Management**

8.1 The risks to Cheshire East will depend on how the transfer to Guinness is authorised and implemented. The best case scenario for Cheshire East would be a transfer from Wulvern to Guinness of all existing liabilities, assets and obligations without the need for Guinness to enter into agreements directly with third parties to whom liabilities are owed. Such a transaction would place Guinness in the place of Wulvern and would have minimal risk to Cheshire East. If the other alternative is for Guinness to contract directly with third parties to pick up such liabilities or obligations then Cheshire East must ensure that it's due diligence procedures are robust so nothing is overlooked. The risks here are significantly greater.

### **Access to Information/Bibliography**

8.2 N/A

## **9 Contact Information**

Contact details for this report are as follows:

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## CHESHIRE EAST COUNCIL

### Cabinet

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**Date of Meeting:** 6<sup>th</sup> December 2016

**Report:** Mark Palethorpe, Strategic Director of Adult Social Care and Health, People Directorate

**Subject/Title:** Procurement of Care & Support at Heath View Extra Care Housing Scheme, Congleton

**Portfolio Holder:** Cllr Janet Clowes, Adult Social Care and Integration

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#### 1.0 Report Summary

- 1.1 Heath View is owned and managed by Plus Dane Housing Group. It opened in 2010 and care and support was commissioned by the Council at this time. In January 2015, the original five year care contract, with Mears was extended to January 2017. There is no further scope for extending this contract.
- 1.2 Adults Commissioning is re-tendering this contract for a period of 3 years with the option to extend to 31 July 2020. This will allow the contract to be brought into line with the four other commissioned Extra Care Housing care and support contracts. In August 2013 these contracts were retendered and the five year care contract was awarded to SOS Homecare with the option to extend to 31 July 2020.
- 1.3 A procurement exercise, compliant with the Regulations and the Council's Contract Procedure Rules is underway. The tender submission date has now passed and no new bids can be submitted. An initial review of the bids indicates that the contract value may exceed £1 million. A Key Decision is from Cabinet is therefore now required. Permission is being sought from Cabinet to authorise the Strategic Director of Adult Social Care and Health to award the contract to the successful provider at a value of over £1 million if required.

#### 2.0 Recommendations

- 2.1 That Cabinet note that a procurement exercise, compliant with the Regulations and the Council's Contract Procedure Rules is underway.
- 2.2 That Cabinet note that as the contract value may now exceed £1 million a Key Decision is from Cabinet is now required.

- 2.3 That Cabinet authorise the Strategic Director of Adult Social Care and Health to award the contract to the successful provider at a value of over £1 million if required.

### **3.0 Other Options Considered**

- 3.1 The Council could allow the current contract to cease and not commission replacement care and support provision but this will not meet the Council's obligations to provide care and support.

### **4.0 Reasons for Recommendations**

- 4.1 The Cheshire East Council constitution requires Cabinet to authorise any expenditure over £1 million.

### **5.0 Background**

- 5.1 Heath View opened in 2010 and has 45 apartments for older people. At 31 March 2016, 47 people lived at Heath View. The scheme is owned and managed by Plus Dane and the Council commissions the on-site care team. The care team is on site 24 hours per day and provides care and support to residents to meet their individual assessed care needs together with an emergency response and emergency care when necessary.
- 5.2 The contract for the on-site care and support with Mears is due to expire on 16 January 2017. It is proposed that the new contract commences early morning on 17 January 2017 (this will need to be the subject of agreement between the outgoing and incoming care providers) and expires on 16 January 2020.
- 5.3 The residents living in Heath View require care and support to allow them maintain their dignity and wellbeing. If the contract was not tendered, personal budgets could be introduced for all residents, but this would involve extensive resources in reviewing and assisting residents with the change in the provision of care and support. A contract for overnight monitoring and emergency care would need to be put in place but without the additional day time hours would lead to increased costs.
- 5.4 Extra Care Housing allows older people to live in their own apartments and have care and support provided in their apartments by an on-site care team. This care team also provides speedy emergency support when required. This allows people who might not otherwise be safe to live on their own to maintain their independence for longer and gives them and their relatives' peace of mind.
- 5.5 Heath View currently provides for a mix of care needs – the care provided is in four care bands: Wellbeing (emergency monitoring and support), Low (up to 2.5 hours care and support per week), Medium (2.75 to 10.00 hours care and support per week) and High (10.25-18.00



hours care and support per week). Plus Dane have assigned 15 apartments as Wellbeing/Low, 15 as Medium and 15 as High apartments – they keep as close to this ideal balance as possible.

- 5.6 Having an on-site care team 24/7 means that residents are well supported within the scheme and can remain there longer than they might if traditional domiciliary care support is provided.

## **6.0 Wards Affected and Local Ward Members**

6.1 Congleton West

6.2 Councillor Paul Bates  
Councillor Gordon Baxendale  
Councillor George Hayes

## **7.0 Implications of Recommendation**

### **7.1 Policy Implications**

The proposal meets Outcome 5 of the Cheshire East Corporate Plan 2016 -2020 by enabling residents to live well for longer.

### **7.2 Implications for Rural Communities**

The Heath View Extra Care scheme can be accessed by residents from rural communities within Cheshire East.

### **7.3 Financial Implications**

7.3.1 This is a continuation of the current service provided. The contract would be based on a "by person, by care band" and would be costed to the Congleton SMART care costs budget.

7.3.2 The cost of the contract equates to an average of just over under £7,000 per resident per annum. This compares favourably with the current cost of residential placement which is almost £23,000 per annum.

7.3.3 These costs are the total costs which are payable directly to the provider. It does not take into account any assessed charges made by the residents to the Council.

### **7.4 Equality Implications**

The Heath View Extra Care scheme will be inclusive and reflect the diversity of the community it serves.

## **7.5 Legal Implications**

- 7.5.1 This contract comes within the Light Touch Regime of the Public Contracts Regulations 2015 (the Regs) and is above the threshold of £589,148. A procurement exercise, compliant with the Regs and the Council's Contract Procedure Rules is underway. It was halted when it became clear that Cabinet authority is required as a Key Decision is needed.
- 7.5.2 As the contract value may exceed £1m Cabinet authority is required to complete the procurement process and award the contract in accordance with the Council's Constitution.

## **7.6 Human Resources Implications**

- 7.6.1 None for local authority employees.
- 7.6.2 The TUPE rules ("Transfer of Undertakings Protection of Employment Regulations 2006") will apply to the successful bidder and will protect employees' rights when the organisation or service they work for transfers to a new employer.

## **7.7 Public Health Implications**

The Heath View Extra Care scheme will help people to stay healthy and protect them from threats to their health. Residents and visitors to the scheme will be encouraged to make healthier choices, regardless of their circumstances, and to minimise the risk and impact of illness.

## **10.0 Risk Management**

- 10.1 The award of a contract to a provider for the provision of care and support to the residents at Heath View through a compliant competitive process will meet the Council's obligations to provide care and support.
- 10.2 The Council will meet with the successful provider to agree the mobilisation plan for implementation following the award of the contract.

## **12.0 Access to Information**

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

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