

Cabinet Agenda

Date: Tuesday, 12th September, 2017
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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

It should be noted that Part 1 items of Cheshire East Council decision-making meetings are audio recorded and the recordings are uploaded to the Council's website.

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.

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

4. **Questions to Cabinet Members**

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

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

5. **Minutes of Previous Meeting** (Pages 5 - 12)

To approve the minutes of the meeting held on 22nd August 2017.

6. **Available Walking Routes to School Programme - Phase 2** (Pages 13 - 20)

To consider a report seeking authority to proceed with Phase 2A of the Available Walking Routes to School programme.

7. **Notice of Motion - Badger Culling** (Pages 21 - 28)

Cabinet to consider the motion.

8. **Middlewich Eastern Bypass** (Pages 29 - 40)

To consider an update on the outline business case for Middlewich Eastern Bypass and proposals for the submission of a planning application for the scheme.

9. **Crewe Town Centre Regeneration Programme: Major Investment Decisions** (Pages 41 - 78)

To consider a report on the regeneration of Crewe town centre.

10. **Future Accommodation for Cheshire Archives** (Pages 79 - 106)

To consider a report on a proposed new history centre in Crewe.

11. **Macclesfield Regeneration - Vision and Strategy** (Pages 107 - 142)

To consider the adoption of a vision and strategy document to guide the regeneration of Macclesfield town centre.

12. **Community Infrastructure Levy Progress Update, Including Approval to Consult on the CIL Draft Charging Schedule and Authorisation to Submit to Public Examination** (Pages 143 - 308)

To consider an update on developing the Community Infrastructure Levy in Cheshire East following consultation on the preliminary draft charging schedule in February – April 2017.

13. **Local Transport Plan Refresh** (Pages 309 - 364)

To consider a report outlining a proposed approach to preparing an updated Local Transport Plan.

14. **People Live Well for Longer (Adult Social Care and Public Health Three Year Commissioning Plan** (Pages 365 - 436)

To consider a report seeking endorsement of the Adult Social Care and Public Health Three Year Commissioning Plan 2017/2020, entitled 'People Living Well for Longer'.

15. **First Quarter Review of Performance 2017/18** (Pages 437 - 514)

To consider the first quarter review of performance 2017/18.

THERE ARE NO PART 2 ITEMS

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 22nd August, 2017 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 P Findlow, P Groves, D Stockton, G Hayes
and L Wardlaw

Members in Attendance

Councillors G Baxendale, M Deakin, L Durham, I Faseyi, D Flude,
S Gardiner, M Grant, J Jackson, N Mannion, R Menlove, S Pochin,
B Roberts and G Williams

Officers in Attendance

Kath O'Dwyer, Frank Jordan, Peter Bates, Jan Willis, Linda Couchman, Dan
Dickinson and Paul Mountford

Apologies

Councillor J Clowes

29 DECLARATIONS OF INTEREST

Councillors G Hayes and S Pochin, as Chairman and a Director
respectively of the Skills and Growth Company, declared pecuniary
interests in Items 8 and 10 on the agenda relating to the Fairerpower
contract and announced their intention to leave the meeting prior to the
consideration of those items.

30 PUBLIC SPEAKING TIME/OPEN SESSION

Councillor Jonathan Parry, Middlewich Town Council, referred to findings
of deliberate manipulation of air quality figures in Cheshire East and asked
Cheshire East Council to order an investigation into the data for Lewin
Street, Middlewich and report on how the findings of that investigation
impacted on the planning application for the ANSA waste depot being
constructed at Cledford Lane. The Portfolio Holder for Housing and
Planning undertook to provide a written response.

Sue Helliwell referred to play equipment, including a roundabout, at
Wayside Linley Park in Alsager which had been condemned as it failed to
meet health and safety requirements. She asked if the Council would
replace the play equipment. The Portfolio Holder for Highways and

Infrastructure undertook to review the matter and provide a written response.

Ted Wall referred to the reported manipulation of air quality figures in Cheshire East, and to the Council authorising expenditure on car parking in contravention of its own rules, set against a background of bus service reductions for local residents. He asked how residents were supposed to have confidence in Cheshire East's Cabinet. The Leader responded by acknowledging Mr Wall's concerns and giving an assurance that the Council was addressing the issues he raised.

Carol Jones referred to the need for a sustainable community strategy and asked how the people of Cheshire East would be helped by reductions in bus services. She mentioned in particular the 72 and 73 bus which went to Whitchurch from Nantwich and bus services from Sandbach. She felt that such reductions in service would lead to the isolation of people and that the Council should instead be investing in bus services. The Leader responded that the bus service review was currently subject to public consultation and that the outcome would come back to Cabinet. The Portfolio Holder for Highways and Infrastructure added that local ward members were also being consulted. He gave an assurance that in considering the review, the Council would do everything in its power to help the elderly and vulnerable.

The Portfolio Holder for Regeneration referred to a question by Michael Unett at the Cabinet meeting on 11th July regarding investment in the infrastructure of Alsager, especially the provision of a burial ground. At that meeting, the Leader had given an undertaking that a full response would be provided at the next meeting. In response to the question, the Portfolio Holder reported that Cheshire East Council had recently initiated a procurement process to appoint consultants to draft a Corporate Cemeteries Strategy for the Borough. The primary purpose of the Cemeteries Strategy would be to provide a strategic framework to ensure that the provision of Cemeteries met the local needs of existing and future residents within Cheshire East. Subject to public consultation, completion and adoption of the Strategy was targeted for the end of March 2018.

31 QUESTIONS TO CABINET MEMBERS

Councillor G Baxendale, as Chairman of the Audit and Governance Committee, asked that the Leader request the Environment Overview and Scrutiny Committee to undertake a complete overview of the air quality management within the authority. The Leader undertook to raise the matter with the Committee's Chairman at the earliest opportunity.

Councillor D Flude asked if the Council had enough out of hours social work cover for people under 18. The Portfolio Holder for Children and Families undertook to look into the matter and provide a written response.

Councillor J Jackson asked what action was being taken to identify the person or persons responsible for the deliberate manipulation of air quality figures. She also asked what assurances could be given that this would not happen again. The Portfolio Holder for Housing and Planning gave an assurance that as a result of action now taken, the manipulation of air quality data could not be replicated. The Leader and the Acting Chief Executive added that any similar issues arising in the future would be investigated in a transparent way.

Councillor M Grant asked about undertakings given to the Berkeley Academy in relation to parking and sought assurances that this would not happen again. The Leader responded that this would be addressed when considering the agenda item later in the meeting.

Councillor M Deakin commented that from September, residents of Alsager would not be able to take a bus direct to Leighton Hospital in Crewe, owing to the withdrawal of D&G's commercial services. He asked what the scope was for TSS getting another tender in place and could the Portfolio Holder confirm when this service would be up for tender. The Portfolio Holder for Highways and Infrastructure undertook to provide a written response.

Councillor R Menlove referred to his inability to find any information on the media hub in relation to complaints against the Council to the Ombudsman, particularly in relation to planning matters, and the outcome of those complaints. He asked to be directed to the relevant part of the Council's website. The Portfolio Holder for Housing and Planning referred to a press statement issued on 11th August concerning a number of complaints against the Council in relation to planning matters, only one of which had been upheld.

Councillor I Faseyi referred to the number of HMO applications for Crewe town centre and asked what could be done to address this. The Portfolio Holder for Housing and Planning responded that members concerned about such applications could call them in for consideration by the Southern Planning Committee. The Leader added that a piece of work on the matter was being undertaken. She undertook that a written response would be provided, drawing together the planning and other aspects.

Councillor N Mannion referred to a decision taken at the Council meeting on 27th July to approve £2.4M for the completion of the ANSA Environmental Hub in Middlewich. There had been an indication given to Council during that meeting by the Portfolio Holder for Finance and Communities that the money would be provided on the basis of a loan at commercial rates. That had been a misarticulation of an intention of the Portfolio Holder that where appropriate, advances to the Council's ASDVs would take place upon commercial terms. Councillor Mannion queried whether the misarticulation affected the vote at Council and whether it should be taken again. At the Leader's invitation, the Director of Legal Services advised that the decision was to adopt the resolution contained in

the papers before Members, to approve two supplementary capital estimates and that notwithstanding any other indications given during the heat of debate, the decision taken was clear and so was valid, binding and lawful. There was no legal basis on which it could be taken back to Council to be decided again. The Portfolio Holder for Finance and Communities apologised if he had inadvertently misled anyone.

Councillor B Roberts commented that he had made two separate requests for the issue of air quality to be brought back to the Environment Overview and Scrutiny Committee but had not received a reply. The Portfolio Holder for Housing and Planning responded that the matter was due to be considered by the Committee at its meeting in September.

32 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 26th July 2017 be approved as a correct record.

33 SAFER ROUTES TO PRIMARY SCHOOLS

Cabinet considered a report seeking authority for the Council to make an award of grant funding of up to £70,000 to the Berkeley Academy to be used for the purposes of piloting a safer drop off facility at the school. The report also outlined an approach to the formation of policy which would enable similar proposals to come forward to address congestion issues at other primary schools.

RESOLVED

That Cabinet

1. notes the outline approach in respect of safer parking for communities around Schools in advance of its full response to the Corporate Overview and Scrutiny Committee's Task and Finish Group recommendations;
2. notes that discussions and work have been undertaken with the Berkeley Academy and that an undertaking has been given that the Council will make a £70,000 contribution for an off highway parking facility;
3. authorises the Executive Director of Place to make an award of grant funding of up to £70,000 (to be funded by virement from the highways and linked access fund capital programme allocation) to the Berkeley Academy to be used for the purposes of piloting a safer drop-off facility at the school in order to inform the development of Council policy in this area, upon such terms the Executive Director of Place considers prudent; and

4. authorises the Executive Director of Place in consultation with the Director of Legal Services and the Portfolio Holder for Corporate Policy and Legal Services to dispose of any requests received for reimbursement of additional expenses reasonably and properly incurred by the Academy which it is considered the Council may be liable to reimburse flowing from action taken in connection with the undertaking given.

34 TRANSPORT FOR THE NORTH - MEMBERSHIP OF CHESHIRE EAST COUNCIL

Cabinet considered a report which set out the process and governance arrangements for Transport for the North to become a statutory body, and which sought Cabinet approval for Cheshire East Council to confirm its membership of Transport for the North.

RESOLVED

That Cabinet

1. notes the progress made by Transport for the North in securing Government approval to become a statutory Sub-National Transport Body;
2. agrees that the scope of the powers which are being sought by Transport for the North is acceptable to Cheshire East Council, these being:
 - (a) The preparation of a Northern Transport Strategy;
 - (b) The provision of advice on the North's transport priorities, as a Statutory Partner in the Department's investment processes; and
 - (c) The coordination of regional transport activities, (such as smart ticketing), and the co-management of the TransPennine Express and Northern rail franchises through the acquisition of Rail North Ltd.
3. notes and consents to Rail North (which the Council is already a member of as agreed by Cabinet at its meeting held on 2nd September 2014) being subsumed into Transport for the North and that its powers to specify and let rail franchises for the North of England are proposed to be unaffected by it being subsumed into Transport for the North;
4. notes that the transfer of Rail North Limited to TfN so that it can be subsumed within TfN will require the signing of a new Rail Franchise Management Agreement with TfN. This agreement will replicate as far as possible the current Rail North Limited Members Agreement;
5. agrees that Cheshire East Council should continue its payment of the current funding for Rail North Limited to TfN after its inauguration;

6. agrees that Cheshire East Council should become a member of Transport for the North – this will require the making by the Secretary of State of Regulations under section 102E of the Local Transport Act 2008 to establish Transport for the North as a Sub-National Transport Body;
7. notes that the taking up of this membership is subject to the making of regulations to be put before Parliament in the Autumn of 2017;
8. delegates the final decision to accept the regulations and confirm the Council's membership of Transport for the North to the Chief Executive in consultation with the Leader of the Council, the Portfolio Holder for Transport, the Executive Director for Place and the Director of Legal Services, once the final version of the regulations is available – this is anticipated to be in September 2017; and
9. agrees that Cheshire East Council will appoint a Council Member to represent the authority on the TfN Board and that this representative will seek prior Cabinet or Council consent to any decision which is to be made by voting of TfN's Constituent Members, where this decision:
 - (a) requires the unanimous decision of TfN members,
 - (b) affects the transfer or sharing of functions,
 - (c) makes any financial commitment for Cheshire East Council or is a matter affecting the land ownership or land interests of Cheshire East Council.

Note: At this point, having declared pecuniary interests in the following item earlier in the meeting, Councillors G Hayes and S Pochin left the meeting and took no part in the consideration or voting on the matter.

35 TRANSFER OF THE FAIRERPOWER CONTRACT TO THE SKILLS & GROWTH COMPANY

Cabinet considered a report proposing that the Fairerpower Contract be transferred to, and modified by, The Skills & Growth Company to enable the expansion of the Fairerpower scheme in the North West and Midlands Region to support the Council's energy objectives and ensure that the scheme was viable and sustainable in the longer term.

In considering the report, Cabinet was asked to have regard to a confidential appendix set out in Part 2 of the agenda which contained legal advice in relation to the contractual arrangements proposed. It would therefore be necessary to consider the matter in the absence of the public and press.

36 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

37 TRANSFER OF THE FAIRERPOWER CONTRACT TO THE SKILLS & GROWTH COMPANY

Cabinet gave further consideration to the report in conjunction with the confidential appendix.

RESOLVED

That, having had regard to the content of the report and the legal advice set out in the confidential appendix, Cabinet

1. approves the novation of the Fairerpower contract between the Council and OVO Energy Limited dated 12th December 2014 (“the Contract”) to the Skills and Growth Company, and delegate authority to agree the terms of the novation agreement to the Executive Director of Place in consultation with the Director of Finance and Procurement, Director of Legal Services and the Portfolio Holder for Regeneration;
2. agrees that the preferred option for the operation of Fairerpower is to provide a multi-energy supplier offering in the North West and Midlands (Option D) as it best meets the Council’s commercial principles of eliminating future subsidy;
3. authorises the Executive Director of Place in consultation with the Director of Finance and Procurement, Director of Legal Services and the Portfolio Holder for Regeneration to agree any future changes relating to the contract for Fairerpower;
4. authorises the Executive Director of Place in consultation with the Director of Finance and Procurement and Portfolio Holder for Finance and Communities to approve a loan on commercial terms to fund setup costs and cash flow requirements, subject to appropriate due diligence;
5. authorises the Executive Director of Place in consultation with the Director of Finance and Procurement, Director of Legal Services and the Portfolio Holder for Regeneration to determine the terms on which the Skills & Growth Company may enter into contracts with other Local Authorities for the supply of energy; and

6. authorises the Executive Director of Place to take any and all necessary or consequential actions, arising from the above recommendations, in consultation with the Director of Finance and Procurement, Director of Legal Services and the Portfolio Holder for Regeneration.

The meeting commenced at 2.00 pm and concluded at 3.30 pm
Councillor Rachel Bailey (Chairman)

Cheshire East Council

Cabinet

Date of Meeting: 12th September 2017

Report of: Mark Palethorpe, Acting Executive Director – People
Frank Jordan, Executive Director – Place and Acting Deputy
Chief Executive

Subject/ Title: Available Walking Routes to School Programme – Phase 2

Portfolio Holder: Cllr George Hayes – Children and Families Portfolio Holder
Cllr David Brown – Deputy Leader of the Council & Highways
and Infrastructure Portfolio Holder

1.0 Report Summary

1.1 The Available Walking Routes to School Programme, was originally agreed by Cabinet on 14 June 2016 and then confirmed on 18 October 2016.

1.2 This report requests authorisation to proceed to Phase 2A of the programme, which will involve community engagement between **20 September and 17 October 2017**, as set out in this report and involves a review of the route between **Mobberley to Knutsford Academy and Mobberley to Knutsford Academy, The Studio**.

1.2.1 The route follows Toft Road, Knutsford Road and Mobberley Road through to Middlewalk and then across The Moor to Church Hill and crossing Toft Road at the pedestrian crossing into Bexton Road, across Stanley Road and into Knutsford Academy.

1.2.2 The route between Mobberley and Knutsford was an unavailable walking route because of the lack of an obvious pavement between Broadoak Lane and Rockswood Way. A new pavement between Mobberley and Knutsford was completed in April 2017. The formal assessment of the route was undertaken by Cheshire East Highways in April/May 2017.

1.2.3 Taking into account the number of children anticipated for September 2017, it is estimated that there will be 60 children eligible to receive free transport and this includes 27 who will continue to be eligible on distance criteria and 33 for whom free transport would cease.

1.2.4 Using September 2017 data as an indication, it is estimated that the implementation of this proposal could achieve an annual saving of approx. £29,000.

- 1.3 Parents of pupils whose free transport is withdrawn would be eligible to receive a subsidy payment to mitigate the impact of the decision. The subsidy would be £192 per child for each year the child is expected to remain at the current school (excluding sixth form). This eligibility would include pupils starting at the school in September 2017, but would not be available for those starting at the school in September 2018 as information on the proposal will be shared in September 2017 ahead of the 31 October closing date for September 2018 applications for high school transfer.

2.0 Recommendations

- 2.1 It is recommended that Cabinet:

- a) Authorise the proposed community engagement on the removal of free transport between Mobberley to Knutsford Academy and Mobberley to Knutsford Academy, The Studio on the basis that the route is now assessed as an available walking route.

3.0 Reasons for the Recommendations

- 3.1 The route was unavailable because of the lack of an obvious pavement between Broadoak Lane and Rockswood Way, where a new pavement has now been installed. A formal route assessment has been carried out during April/May 2017.
- 3.2 In accordance with earlier recommendations of the Children and Families Overview and Scrutiny Committee, effective communication and engagement will be a first priority to ensure that anyone potentially affected will have an opportunity to contribute their views before a final decision is made.
- 3.3 The Portfolio Holder for Children and Families, four representatives from Children and Families Overview and Scrutiny Committee and two Local Ward Members, accompanied by Local Authority Highways and Education officers have walked the route to review the way the pupils walk to school. No concerns were raised about the availability of the route; however, it was recommended that routes to school should receive ongoing maintenance. Highways officers in attendance made a note of this and other matters raised on the walk, which included:
- Pot holes in pavements
 - Maintenance of the road
 - Cycles not able to use the new route
- 3.4 Briefings were held for the Children and Families Overview and Scrutiny Committee on 26 June 2017 and local ward members on 3 July 2017.
- 3.5 On 26 June 2017, headteachers of the Knutsford Academy and local primary schools received information about the proposed community engagement and how they can be involved.

- 3.6 A further meeting was attended by a representative of Knutsford Academy on 19 July to exchange information about the route to school and the engagement process.

Lighting along the route was questioned and clarification was provided that Road Safety GB guidance states that 'on its own the absence of street lighting does not make a route unsafe'. Further clarification was given that the presence of lighting is taken into consideration where pupils need to cross the road and as pupils do not need to cross the road at the location in question, the route was assessed as available.

Emergency services will be contacted through the community engagement process to request their view on the assessment and to provide further data on incidents on the route.

- 3.8 Subject to Cabinet approval, the proposed community engagement process will commence on 20 September and end on 17 October 2017 in line with the planned programme, as set out in **Appendix 1**.
- 3.9 Other elected members together with key stakeholders will be invited to walk the route and review the way the pupils may walk to school during the engagement period between 20 September and 17 October 2017.
- 3.10 Information will be published on the Council's website during the engagement process, including copies of the final route assessment and associated maps, together with information about how interested parties can share their views on the proposal.
- 3.11 Schools affected will be provided with letters to send out to their parents inviting comments on the proposed change by 17 October 2017. Schools will also be invited to make arrangements for pupil and staff feedback on the changes proposed.
- 3.12 An analysis/summary of the information received during community engagement will be presented to Cabinet for consideration before a final decision is made on the proposal to withdraw free transport with effect from 1 September 2018.

4.0 Wards affected and Local Ward Members

- 4.1 Knutsford Ward:
Cllr Tony Dean, Cllr Stewart Gardiner, Cllr Hayley Wells-Bradshaw

Mobberley Ward:
Cllr Jamie Macrae

5.0 Implications of Recommendation

5.1 Policy Implications

5.1.1 This proposal is in line with Cheshire East Council's adopted policy on Available Walking Routes to School, which was approved on 15 October 2012.

5.2 Legal Implications

5.2.1 The Council is required by both the Education Act 1996 and the Education and Inspections Act 2006 to make suitable travel arrangements free of charge for certain students to attend school. Legislation has determined that local authorities are required to make school travel arrangements where a child, lives under the statutory walking distance to school (currently 3 miles for children of secondary school age) but does not have a route available that can be walked in reasonable safety.

5.2.2 For a route to be available, it must be a route to school, along which a child, accompanied as necessary, can walk with reasonable safety from traffic hazards.

5.2.3 It is for the Council to assess route safety, taking into account the need to create safe walking, cycling and travel routes and encouraging more pupils to walk and cycle to school.

5.3 Financial implications

5.3.1 In accordance with the October 2016 decision of Cabinet, a subsidy was agreed for parents of children no longer eligible to receive travel assistance due to the route becoming available. The subsidy amount is £192 for a secondary school child for each year the child is to remain at their current school.

5.3.2 The subsidy estimate based on the anticipated number of children attending in September 2017 is £11,520. This may be subject to change if pupil numbers at the school change.

5.3.3 The People Directorate's budget for commissioning transport is £8.9m, including £3.5m relating to mainstream school transport. As part of delivering savings in the approved budget proposals in respect of Available Walking Routes are being considered and introduced in Phases; and total annual savings from full implementation of Phases 1A and 1B are estimated to realise £220,000 in a full year. As noted in this report, the introduction of Phase 2A is estimated to realise a further £29,000 (in a full year).

5.3.4 Consideration will be given to the phasing and implementation of existing proposals, and also the prospects for further Phases, in the

updating of the Council's Medium Term Financial Strategy and preparation of budgets for the 2018/19-2020/21 period.

5.4 Equality Implications

5.4.1 A full equality impact assessment has been completed regarding the Available Walking Routes to school programme and is available to view on the Cheshire East Council Website

5.5 Rural Community Implications

5.5.1 This proposal applies to secondary aged pupils whose walking route to school is less than 3 miles. All pupils equal to or over this distance travelling to their local or closest qualifying school would be eligible for transport.

5.6 Public Health Implications

5.6.1 The public health implications will be considered as part of the corporate sustainable mode of travel strategy update, which will examine and promote the healthiest way of travelling to school.

6.0 Risk Management

6.1 Maintaining existing arrangements will result in inconsistency and inequity in the provision of transport across the borough.

7.0 Access to information / Bibliography

7.1 The Cheshire East Council Available Walking Routes to School Policy can be found at:

http://www.cheshireeast.gov.uk/public_transport/available-walking-routes/walking_routes_to_schools.aspx

8.0 Contact Information

8.1 Contact details for this report are as follows:

Name: Jacky Forster

Designation: Director of Education and 14-19 Skills

Tel: 01606 271504

Email: jacky.forster@cheshireeast.gov.uk

Name: Andrew Ross

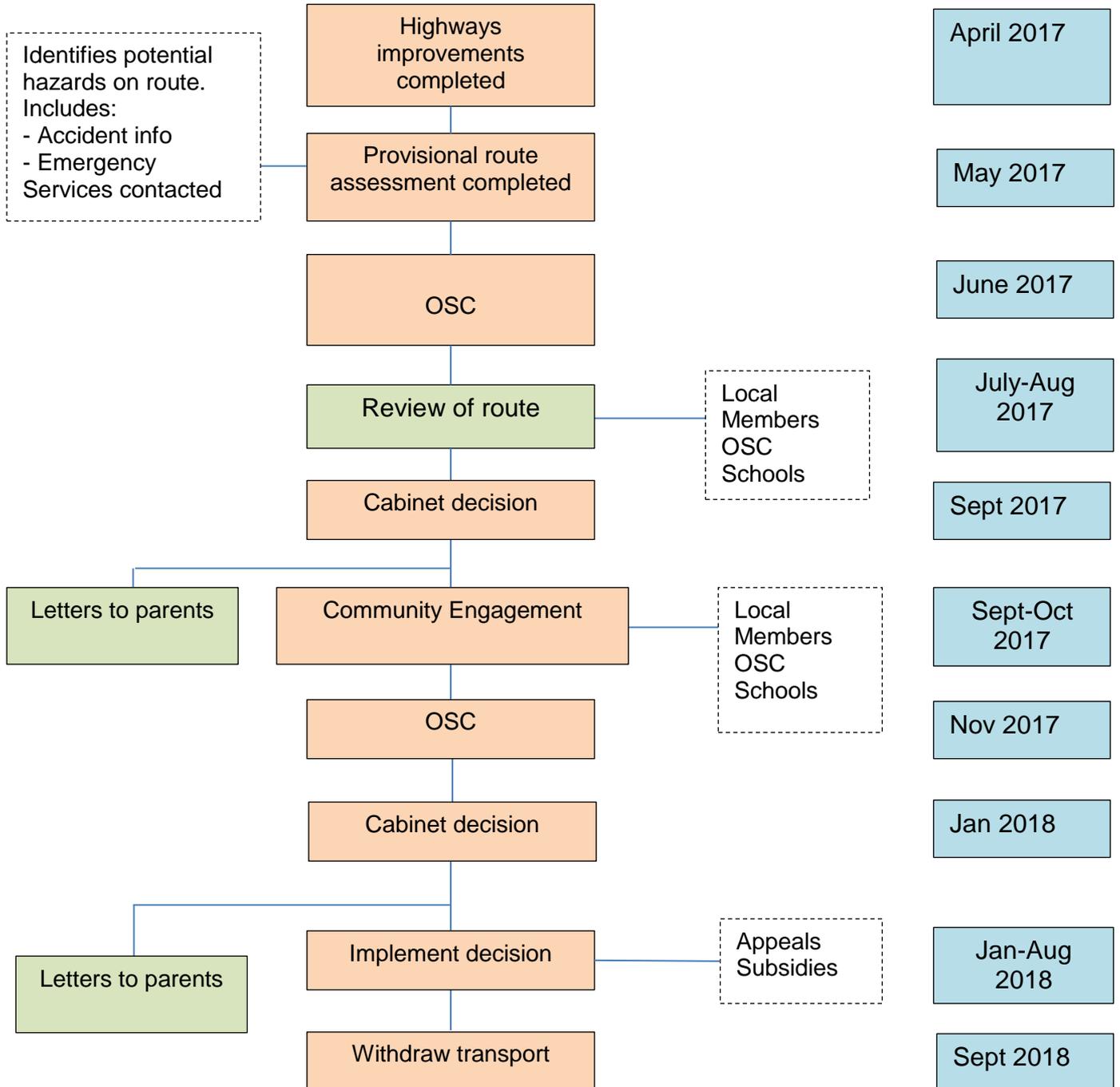
Designation: Director of Infrastructure & Highways

Tel: 01270 686335

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AVAILABLE WALKING ROUTES - PHASE 2A



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Cheshire East Council

Cabinet

Date of Meeting:	12 th September 2017
Report of:	Executive Director Place
Subject/Title:	Notice of Motion - Badger Culling
Portfolio Holder:	Cllr Janet Clowes, Adult Social Care and Integration

1. Report Summary

- 1.1. A Notice of Motion was submitted at the Council meeting on 27th July 2017 and was referred to Cabinet for consideration. The purpose of this report is to provide Cabinet with information in order to consider its response to the notice of motion on 'Badger Culling', proposed by Councillor S Corcoran and Seconded by Councillor L Jeuda, that :

"This Council notes the failure of government policy to deal with bovine TB, notes the RSPB's position in opposing badger culling and promoting vaccination of badgers and resolves to oppose any culling of badgers on its land."

2. Recommendation

- 2.1. It is recommended that Cabinet
1. Note that the Council's current position is not to undertake culling on land under its direct control.
 2. Do not agree to the motion and agree that the Council cannot adopt the motion's wording as a statement of its policy because of the reasons outlined in this report.

3. Reasons for Recommendation

- 3.1. The RSPB position calls on Government to base its policy on cattle testing, biosecurity and the development and deployment of vaccines. The RSPB suggests that the culling of badgers is a high-risk, impractical, unsustainable approach to reducing bovine TB in cattle. The RSPB will

oppose access to its reserves for culling badgers but will, if part of a co-ordinated programme, allow access for badger vaccination.

- 3.2. In many parts of the Country, including Cheshire, badger vaccination programmes have been undertaken as an alternative to or adjunct to culling. Their effectiveness is also debated. Oral vaccination is not currently available preventing the mass vaccinations and the availability of vaccine is proving problematical. There are no legislative requirements on local authorities to carry out badger vaccinations or other proactive welfare measures. There have been vaccinations undertaken in Cheshire, including on Cheshire East Council land. The Council has also sought to manage land under its direct control with a high level of bio-security. For example, the Bollin Valley longhorn cattle herd has been used as an exemplar in this regard. However, even this herd has been subject to controls on a number of occasions following positive testing. Other trial approaches nationally include development of programmes to breed cattle with TB resistance and a Test, Vaccinate Remove (TVR) 5-year trial in Northern Ireland.
- 3.3. Advice from the Chief Veterinary Officer on the outcome of the 2016 culls indicated that industry-led culling can deliver the level of effectiveness required to be confident of achieving disease control benefits. However, it was acknowledged that continued action is needed to provide confidence in the effectiveness of any future culls and that any success achieved in the original control areas must be reproduced for at least the next three years.
- 3.4. There are areas of Cheshire East where Bovine TB is endemic, and known to be in wildlife as well as cattle. The impact of the disease on members of the farming community has been devastating in some areas, with herds unable to be cleared of the disease despite culling of many cattle in those herds over a period of years in some instances. There have been instances of cattle in closed herds (ie where no cattle come onto the farm from anywhere else) going down with Bovine TB and in those instances the likelihood is that the disease has come from wildlife. It is highly likely that any culling will take place in the areas where Bovine TB is endemic in wildlife. Vaccination remains appropriate in relation to low incidence areas/uninfected badgers, but realistically, on its own, it is unlikely to provide a solution to the problem.
- 3.5. The occurrence and distribution of cases in 2016 in Cheshire followed much the same pattern as 2015 with few notable changes, except for the occurrence of some explosive breakdowns in the north close to Manchester Airport with circumstantial evidence of substantial badger activity as a contributing factor. The final source attributed to each resolved fully confirmed case at the end of June 2016 shows that 40% were most likely attributed to exposure to infected wildlife indirectly through contamination of feed or during the housing or grazing period through environmental contamination. 40% were most likely attributed to purchase and 20% were classed as obscure due to the fact that no genotyping was completed for these cases. This compared with the provisional source

assessment for the 30 fully confirmed (OTFW) cases in this period of 47% attributed to wildlife, 27% to purchase, 10% to residual infection and others to multiple or obscure pathways.

- 3.6. Increased cattle controls have been effective and are expected to continue to enable earlier detection of disease and reduce overall reactor numbers over time using a combination of frequent skin testing and gamma sampling. However, it is expected that this effect will continue to plateau unless there is also a reduction in the heavy infection challenge from infected badgers in some areas using legally available wildlife measures. It is understood that the first few months of 2017 have seen a disappointing increase in the number of Bovine TB breakdowns in both the High Risk Area and Edge of Cheshire compared to the same period in 2016.
- 3.7. With regard to its own holdings, the Council has two broad categories of land that may be affected by this proposed resolution. Namely the Farms Estate and its parks and open spaces.
- 3.8. Dealing with Parks and Open Spaces first, the Council typically owns and occupies this land and within the normal constraints imposed on any owner of this type of land can exert its control on this land in any way it sees fit. There are practical reasons why dealing with wildlife in this way would not be appropriate as an owner of land, principally one of public safety, although there may also be other operational reasons why this would be the case.
- 3.9. The Council also leases land it occupies – the lease will be an important document in understanding what the Council can and cannot do on this category of land. However it should be assumed that a lease may be silent on this specific subject.
- 3.10. The Farms Estate is a far more nuanced position. The tenure model the Council uses has changed over a number of years – principally historic agreements give the occupiers of these farms a considerable amount of control and the Council would not be able to impose its will on the occupier of the land without explicit agreement with them. Although the Council has moved to a different approach regarding tenancies which better fit its operational requirements and needs for delivery of the objectives of the Council's farms estate, these historic agreements will remain a feature of the Estate for a number of years. Currently the Council lets vacant land on modern terms and on a fixed period, which is similar to the length of time a culling area would be maintained.
- 3.11. Should an occupier of Council land want to be involved in a programme, they may not be able to sign up for the whole term of the control period. Similarly the Council would have difficulty agreeing to the control period as it would typically not seek to impose a condition on the future occupier of the land, which may have a different view on the position. Any period of

tenure must have at least another 4 years to run in order to comply with Natural England requirements for a license.

- 3.12. As a local authority, Cheshire East has a statutory duty under the Animal Health Act to enforce legislation implemented to prevent and control the spread of disease. Whilst any licence that may be granted in relation to culling is clearly not 'legislation' in those terms, it does indicate that Government considers the cull necessary in those areas as a disease control measure. Once a licence is granted the cull becomes a lawful activity.
- 3.13. The council is aware of the significant problem that Bovine TB has caused for farmers in Cheshire, for the rural economy and for the area's wildlife and supports the need to effectively control its impact. It works closely with government agencies and other parties to understand the issues. The council is also aware of control measures that could be introduced in Cheshire within the scope of national policies and practice.
- 3.14. The council notes government policy and recognises the need to effectively control Bovine TB in order to reduce the impact on the agricultural community, the rural economy and the area's wildlife. The council will enforce legislation to prevent and control the spread of disease as part of its statutory duty under the Animal Health Act. The council supports and advocates good on-farm bio-security. However, the council will not engage in the culling of badgers on land under its direct control.

4. Other Options Considered

- 4.1. The Council cannot act illegally and therefore some options can immediately be discounted.
- 4.2. The Council as a land owner could look to actively promote or prevent culling, or undertake other measures on all its land. However due to the issues set out above this approach would have very limited impact and will not succeed in the fundamental aim of all parties in the eradication of Bovine TB in Cheshire. It is essential that the Council carefully considers any response in concert with adjoining owners whilst also managing the other risks and issues that the Council is mandated to manage, not only as a responsible land owner, but also as a local authority.

5. Background

- 5.1. There has been an overall long-term upward trend in the incidence of TB in cattle herds in England and Wales since 1996 (when the Government statistics begin), although there is evidence that the rate of new incidents is levelling off in most areas of the country. The Government has committed to implementing a 25-year strategy to eradicate bovine tuberculosis in England. The strategy was published in 2014 and includes tighter cattle measures, vaccination and badger culling.

- 5.2. As part of the governments drive to eradicate Bovine TB badger culls were sanctioned as a valid control measure. During 2013 and 2014 a number of prescribed periods for badger culling took place; this work is licensed by Natural England. The areas involved in this work were West Somerset and West Gloucestershire.
- 5.3. During 2015 Natural England authorised the badger culls to continue for a third year in Somerset and Gloucestershire and also issued a four year licence to allow badger culling to take place in Dorset.
- 5.4. In 2016 additional areas including Hertfordshire, Gloucestershire, Cornwall, Devon and Dorset all undertook badger culls. All ten areas achieved a cull total of 11,000 badgers for the 2016 period. A Consortium has been established in Cheshire and is believed to have, received training for cage trap killing of badgers and surveying setts and is awaiting a licence to proceed. The Animal Plant Health Authority (APHA) has advised that the North Region (including Cheshire) has 10 applications for culling to consider and in all likelihood all 10 areas will be granted permission to proceed. There are likely to be further applications including applications from within Cheshire.

6. Wards Affected and Local Ward Members

- 6.1. All

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. The Council as a land owner is not able to enforce a blanket policy (what ever this may be) on all its land for a variety of reasons.
- 7.1.2. The Council as a local government body in applying its policies has a duty to follow guidance and direction set out by central government.
- 7.1.3. The Council can and does look to work with other land owners to find a solution to this difficult problem.

7.2. Legal Implications

- 7.2.1. There are no direct legal implications save for those which are contained in the main body of the report

7.3. Financial Implications

- 7.3.1. None

7.4. Equality Implications

7.4.1. None

7.5. Rural Community Implications

7.5.1. Bovine TB is a significant issue for farmers in Cheshire, for the rural economy and for the area's wildlife.

7.6. Human Resources Implications

7.6.1. None

7.7. Health and Wellbeing Implications

7.7.1. TB in cattle is caused by the bacterium *Mycobacterium bovis* (M. bovis). Transmission of M. bovis can occur between animals and from animals to humans. However, the risk of infection for the general public remains very low in industrialised countries with long-standing bovine TB control programmes and where pasteurisation of cows' milk is either mandatory or commonly practised.

7.8. Implications for Children and Young People

7.8.1. None

7.9. Overview and Scrutiny Committee Implications

7.9.1. None

7.10. Other Implications (Please Specify)

7.10.1. None

8. Risk Management

8.1. Bovine TB has caused significant problems for farmers in Cheshire, for the rural economy and for the area's wildlife. This increases risk for a number of council outcomes related to economy, environment, communities and health.

9. Access to Information

- 9.1. <http://www.tbhub.co.uk/tb-policy/england/>
- 9.2. Department for Environment, Food and Rural Affairs
Bovine TB: Chief Veterinary Officer's advice on the outcome of the 2016 badger culls

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578356/cvo-advice-2016-cull.pdf
- 9.3. Department for Environment, Food and Rural Affairs

Mid-year (first six months) Descriptive Epidemiology Report: Bovine TB Epidemic in the England Edge Area:, Animal and Plant Health Authority 2016.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/569578/cheshire-edge-2016-mid.pdf

10. Contact Information

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Cheshire East Council

Cabinet

Date of Meeting:	12 September 2017
Report of:	Frank Jordan, Executive Director of Place
Subject/Title:	Middlewich Eastern Bypass
Portfolio Holder:	Cllr David Brown, Highways and Infrastructure

1. Report Summary

- 1.1. The Council has responded to the concerns of residents and businesses in Middlewich by seeking means to secure the delivery of the Middlewich Eastern Bypass. Middlewich is a key service centre hosting four strategic sites for employment and housing. The bypass is a strategic highway scheme which will facilitate future sustainable growth in and around Middlewich, including the delivery of strategic sites that are allocated in the Cheshire East Local Plan.
- 1.2. In 2015 the Council took over the lead role in promoting the delivery of the bypass and an intense programme of works has been underway since that time to achieve the objective of delivering the bypass.
- 1.3. The successful bid to the Department for Transport's (DfT) Development Funding programme for "Fast Track Local Major Schemes" has enabled the Council to prepare an Outline Business Case to Government with a view to securing a capital funding award that will enable delivery of the scheme. Without this intervention from the Council, it is unlikely that the scheme would have progressed in the interim period. At its April 2017, Cabinet endorsed the submission of the Outline Business Case to Government
- 1.4. On 24 May 2017, officers attended an Investment Challenge session at the DfT. This proved successful in ensuring officials were fully aware of the case for the scheme to then inform advice to the Secretary of State for Transport ahead of a decision on whether the bypass will be awarded entry onto the DfT's Large Local Major Schemes Programme. At the time of this report, the Secretary of States decision is pending. Should Government determine that entry into the Large Local Major Schemes programme is not imminent, then the proposed workplan will be reviewed to avoid unnecessary or abortive activity until such a time as Government's intention to fund the project has been confirmed.

- 1.5. To ensure that the fast track project programme is sustained, this report proposes that works commence to prepare for the next key project milestone, the submission of a Planning Application.
- 1.6. All activities necessary to prepare a planning submission that is capable of validation by the Planning Authority have been programmed, with the core activities being, as follows;
 - Highway design works
 - Preparation of planning documentation
 - Environmental statement
 - Environmental Impact Assessment
 - Traffic assessment
 - Flood Risk assessment / drainage strategy
 - Preliminary Ground Condition Surveys
 - Consultation with Statutory Bodies – e.g. Network Rail, Environmental Agency
 - Public consultation on Preferred Route option
 - Engagement with landholders to commence negotiations relating to land acquisition for the scheme.

Pre-application meetings will be held with the relevant planning officers. Work will proceed on the basis of the programme included in the Outline Business Case as submitted to Government.

2. Recommendation

Cabinet is recommended to:

- 2.1. Note the update on the Outline Business Case for Middlewich Eastern Bypass which is currently with the Department for Transport.
- 2.2. Agree that the work requirements as set out in this report to prepare a planning application for the Middlewich Eastern Bypass proceed.
- 2.3. Note that it is anticipated that this application will be submitted to the Planning Authority by Spring 2018, subject to the DfT's decision on programme entry.
- 2.4. Authorise the Executive Director of Place, in consultation with the Portfolio Holder for Highways & Infrastructure to make all necessary arrangements for the preparation of a Planning Application for the preferred route option.

- 2.5. Agree that the Council continues to seek third party funding contributions towards the Middlewich Eastern Bypass.

3. Reasons for Recommendation

- 3.1. There is a demonstrable need for infrastructure improvements in Middlewich to improve traffic flow and alleviate congestion as part of a strategy to support Local Plan growth in employment and housing in the town. In addition, there is considerable local public support for the proposals, as demonstrated by the outcome of the Middlewich Transport Consultation which took place in August / September 2016. Through this consultation, 79% of respondents stated that there are severe issues affecting roads in Middlewich. When asked about priorities for improving transport, overwhelmingly the top priority for respondents was building a bypass, which exceeded the total number of preferences for all other interventions combined.
- 3.2. The scheme will provide a bypass to the town centre and enable access to the Midpoint 18 strategic employment/logistics site. The bypass will support the economic growth agenda for Middlewich and the sub-region, facilitating 1,950 new dwellings and 6,500 additional jobs in the town. The connectivity benefits from the scheme are realised by mitigating traffic congestion in the town and relieving delays on roads linking mid Cheshire towns – especially Middlewich, Winsford & Northwich – via the A54 to the M6 Junction 18.
- 3.3. The scheme is consistent with Cheshire & Warrington LEP's Strategic Economic Plan and is a key element of the HS2 Growth Strategy for the Northern Gateway & Constellation Partnership. It is considered to be policy compliant as it is embedded in the newly adopted Local Plan for Cheshire East.
- 3.4. Earlier this year, an Outline Business Case (OBC) was submitted to Government in accordance with DfT's technical guidance. The Business Case demonstrates that the scheme achieves High Value-for-Money, with a Benefit:Cost Ratio of 2.7. The OBC provides evidence to support a high degree of certainty over the accelerated delivery programme. In particular, there is considerable certainty that land can be assembled by negotiation, without the need for Compulsory Purchase. Completion of the scheme can reasonably be expected by the end of 2020, subject to continued progress and a timely decision on programme entry by the DfT.
- 3.5. An award of funding for the bypass, based upon a favourable outcome from the OBC, does not guarantee that future DfT funding meets the full capital costs of the scheme. The bid was based on a 20% local contribution, comprising a mix of Cheshire East Council and third party/ developer contributions. The Council will continue to seek developer funding contributions towards the Middlewich Eastern Bypass, which could be used to replace any underwriting of the scheme. The business case has identified an £11.7million local contribution.

- 3.6. The decision to proceed with work to prepare a planning application is necessary to maintain progress on the scheme, in accordance with the programme submitted to DfT as part of the Business Case. The Council's Central Finance Group has approved the release of a total £1.5m of the CEC contribution, equally in FY2017/18 and FY2018/19, to progress technical work to allow for a planning application. This funding will only be drawn down in full, subject to a favourable outcome from DfT. Otherwise there will be a programme review for this scheme in the light of DfT's decision. Should DfT announce a negative outcome with regard to Local Majors Funding, committing to this programme at this stage would incur some abortive work. Given the expected timing of the DfT decision, the maximum risk arising from any abortive work is estimated to be £100,000. Without further progress towards planning consent, there is risk of further delay to the project and inflation could expose the Council to a financial risk.

4. Other Options Considered

- 4.1. The various options for the bypass which were assessed informed the recommendation of the preferred option, as approved at Cabinet in April 2017.
- 4.2. Consideration has been given to delaying a decision on progress to planning consent. It is considered that this approach is most likely to risk key project milestones resulting in delayed opening of the road. Meanwhile, construction cost inflation could expose the Council to further financial risks as the local funding contribution would be expected to meet these additional costs.

5. Background

- 5.1. Middlewich Eastern bypass has been a priority for a number of years, following the development of a scheme by Cheshire County Council to bypass to the town centre and enable access to the Midpoint 18 strategic site. Initial sections of the scheme (known as Pochin Way) south from the A54 have been constructed since 2000.
- 5.2. Development and delivery of the bypass was originally in the hands of the Private Sector, with funding largely flowing from development opportunities, but after the award of a planning consent for the Midpoint 18 masterplan and completion of the bypass in 2006, economic uncertainties restricted opportunities for further substantial development and funding opportunities for construction of the remainder of the bypass became severely restricted.
- 5.3. Due to continued lack of progress, the Council took control of delivery of the bypass in 2015 and a programme of works has been underway since that time to progress delivery of the bypass, whilst also developing the scheme to meet a broader set of strategic objectives that have evolved since the original route was conceived. This approach was supported by a successful bid to the DfT's Development Funding programme for "Fast

Track Local Major Schemes”. This has enabled the Council to prepare an Outline Business Case to Government with a view to securing a capital funding award that will enable delivery of the scheme. Without this intervention from the Council, it is very unlikely that the scheme would have progressed in the intervening period.

5.4. The April 2017 report to Cabinet detailed the case for the bypass. The Strategic Case stated the primary objective for the bypass as being ‘To deliver a highway scheme which functions as a bypass to deliver the traffic solution for Middlewich’. In so doing, the bypass will contribute to the following strategic outcomes;

- To support the economic growth agenda for Middlewich and the sub-region, facilitating the delivery of 1,950 dwellings and 6500 jobs in the town
- To mitigate problems of traffic congestion in the town, and on the strategic network linking mid Cheshire to M6 Junction 18
- To improve environmental conditions within the town, through reductions in traffic-related noise, air quality and severance.
- To facilitate the delivery of a package of complementary measures to support town centre regeneration, accessibility and public realm.

5.5. The key requirements of any bypass scheme are, as follows :

- Enabling the delivery of strategic sites and growth defined in the Cheshire East Local Plan
- Delivery of further development opportunities
- Facilitation of growth opportunities arising from HS2, including the Constellation Partnership’s Growth Strategy.
- Facilitation of an east-west by-pass through future-proofing the design to enable future enhancement / extension.
- Connectivity with Cledford Lane, especially for local access to homes and businesses and for non-motorised users.
- Supporting the delivery of a new railway station for Middlewich.
- Facilitating rail opportunities including re-opening the Northwich to Sandbach railway to passenger services.
- Timeliness of delivery and length of construction period.
- Minimising any adverse environmental impacts including noise, air quality and visual intrusion.

- Maximising the cost effectiveness of environmental mitigations.

These factors have informed the assessment of options for the bypass, informing the recommendation of the preferred option for the Outline Business Case, as approved at Cabinet in April 2017.

- 5.6. Following a successful bid to the Department of Transport (DfT) for scheme development, funding of £1.257m was awarded by DfT, which in addition to the Council's previously approved funding enabled the preparation of an Outline Business Case (OBC). This was submitted to DfT on 31st March 2017. Entry to the Large Local Major Programme requires rigorous assessment and compliance with well-established DfT procedures. The requirements are understood and are well known to the Council, with previous schemes having successfully met DfT requirements. The Secretary of States decision on programme entry is pending.

6. Wards Affected and Local Ward Members

6.1 Middlewich and Brereton Rural wards are affected;

- Cllr Simon McGrory
- Cllr Michael Parsons
- Cllr Bernice Walmsley
- Cllr John Wray

In addition, the Portfolio Holder for Highways & Infrastructure met with Middlewich Town Councillors on 14th December 2016 to discuss the options for the bypass. Periodic progress updates have been provided during on-going development of the project.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. The Scheme is a critical infrastructure project supporting the new Local Plan Strategy Policy CO2 and is included in the associated Infrastructure Delivery Plan. The Eastern By-Pass also aligns strongly to Cheshire and Warrington Strategic Economic Plan and it is included in the Local Transport Plan 2015 Policy B2 – Enabling Development

7.2. Legal Implications

7.2.1. In accordance with the Council's Finance Procedure Rules (E21) Officers must seek Member approval before submitting any bid for specific grant funding that is aligned with the Council's priorities.

- 7.2.2. As outlined in the previous report to Cabinet (November 2016) the outputs of this Outline Business Case Stage were prepared to ensure that the relevant requirements of the statutory planning process are met.
- 7.2.3. Engagement of key stakeholders, residents and members of the public is an obligation of the local authority during the planning and delivery of major highway projects. The proposed approach to consultation and engagement will ensure that the Council takes appropriate measures to discharge its obligations to stakeholders before confirming a preferred route option. That route will, of course, be subsequently subject to the normal, formal consultation process. The responses to the consultation will need to be conscientiously taken into account when Cabinet makes any future decisions.
- 7.2.4. The route of the scheme, alternative schemes, funding of the scheme, land acquisition, costs of land acquisition, potential consideration of the need for use of Compulsory Purchase Powers, and consideration of procurement and State Aid issues have all yet to be considered. All of these points will need separate legal consideration at the relevant time, on the points they raise, in light of the powers under the Constitution. In addition, funding to be provided by a capital contribution from the Council will have to be identified and form part of a capital bid and be a Key Decision.
- 7.2.5. As outlined in the Financial Implications below, the amount of funding from the Council is dependant on how much third party funding may be available through developer contributions. The Council is subject to strict rules on the pooling of funds through s106 agreements and cannot pool more than 5 contributions from such agreements towards any one infrastructure project. Additionally, there are significant drawbacks on the Council forward funding infrastructure projects on the basis of potential s106 funds. In particular, s106 agreements cannot be obtained for projects that have already been completed. The receipt of s106 monies is conditional on the terms of the individual s106 agreements and the ability of the developer to pay. It may be the case that valid s106 agreements never lead to the receipt of funds so this funding stream is not guaranteed.

7.3. Financial Implications

- 7.3.1. The funding implications of these recommendations will draw down allocated funds within the Councils current budget. Within the Budget for FY2017/18, £750,000 capital expenditure is allocated to Middlewich Eastern Bypass development, with an equivalent amount for FY2018/19. Presentation of a high level business case to Central Finance Group on 6th July 2017 has confirmed this budget provision.
- 7.3.2. The Middlewich Eastern By-Pass would be delivered through a blend of scheme funding including third-party developer contributions secured

by the Council. Please note the comments in section 7.2.5 of this report in relation to s106 funds. The viability and affordability of any scheme is a fundamental part of the Outline Business Case process.

7.3.3. A detailed cost estimate has been prepared to inform the Outline Business Case using specialist engineering and property cost consultants. The Outline Business Case was endorsed at the Cabinet meeting on 7th April 2017. The following table summarises the main cost elements for the scheme (preferred option) as presented in the Outline Business Case. No prior expenditure is included in these values, which should be considered cost estimates to completion from 1st April 2017.

Scheme Element	Estimated Outturn Costs (2017 Q1 prices)
Construction incl. Preliminary works	£33.10m
Site supervision costs	£2.03m
Land acquisition & Part 1 Claims	£5.30m
Statutory utilities	£0.75m
Design fees	£5.33m
Inflation allowance	£4.24m
Risk Allowance	£7.73m
Total	£58.48m

7.3.4 The funding strategy for this project is reliant on a successful bid to the DfT's Large Local Major Schemes programme. The costs of Middlewich Eastern Bypass significantly exceed the LEP's guideline value (£48m), which is used to indicate when a scheme is unlikely to be funded through the Local Growth Deal (LGF). It is clear that LGF is not an appropriate funding route for this project.

7.3.5 The bid to the Large Local Majors programme maximises reliance on local funding sources, referred to as the Local Contribution, from both Cheshire East Council and third party (developer) sources. However, there is a need to ensure that reliance on these funding sources is viable and does not adversely impact on the likelihood of future commercial or residential development being delivered. Therefore, for the purposes of this scheme, the local funding contribution was set at 20% of total scheme costs, with the remainder sought as grant funding from Government. Therefore, the

funding mix included in the Outline Business Case, as endorsed by Cabinet in April 2017, is as follows;

Funding Source		Value £ (2017 Q1 prices)
DfT Grant		£46.78m
Local Contribution		£11.70m
Total scheme costs		£58.48m

- 7.3.6 At this stage, third party contributions are estimated based upon committed or current S106 developer agreements (or equivalent). Over time, the proportion of third party funding is likely to change in response to development activity within the local area. For this reason, the local funding contribution is presented as a combination of both Council and Third party funding. Any change in either element will have a direct impact on the funding obligation arising from the other source.
- 7.3.7 In April 2014, Cheshire East Council agreed to underwrite a capital contribution to the bypass to a maximum value of £2.5million (Cabinet resolution dated 1st April 2014). At this meeting, it was agreed that the Council would continue to seek alternative funding sources including developer contributions, which could be used to replace its contribution whilst ensuring a maximum local contribution of £11.7million. This approach will be retained during the delivery of the updated proposals, ensuring that any call on Council resources is minimised.
- 7.3.8 Preparatory work to date on the project has been funded through a blend of Council and DfT resources. The Council's successful bid for DfT Local Majors Development Funding awarded £1.257m from DfT. At this time, the Council's expenditure to date on the project is approximately £1.85m, with £1.257 funded by DfT grant.
- 7.3.9 Pending DfT's decision on entry to the Large Local Major Schemes programme, based upon the submitted Outline Business Case, the Council's Central Finance Group has approved the release of a total £1.5m of the CEC contribution, equally in FY2017/18 and FY2018/19, in order to progress technical work to allow for a planning application. This funding will only be drawn down in full, subject to a favourable outcome from DfT. Otherwise there will be a programme review for this scheme in the light of DfT's decision. Should DfT announce a negative outcome with regard to Local Majors Funding, committing to this programme at this stage would incur some abortive work. Given the expected timing of the DfT

decision, the maximum risk arising from any abortive work is estimated to be £100,000.

8. Equality Implications

8.1.1. Equality implications have been considered in the options appraisal and are incorporated into the Outline Business Case. An Equalities Impact Assessment will be prepared to accompany the planning application for the scheme.

8.1.2. Public consultation on the Preferred Route Option, which is to be completed prior to submission of the Planning Application, will ensure that the consultation methods used enable all residents to engage, with an Equalities Assessment being produced to inform this process.

8.2. Rural Community Implications

8.2.1. The planning application will provide a comprehensive Environmental Assessment which will take into account the effect on the rural community. This assessment will include impacts such as noise, air quality, visual impact plus the schemes effects of Public Rights of Way and Non-motorised users i.e. pedestrians, cyclists and equestrians.

8.3. Human Resources Implications

8.3.1. No Human Resource implications have been identified at this stage.

8.4. Health and Wellbeing Implications

8.4.1. The recommendations have no immediate impact on public health. Issues associated with noise and air quality will be assessed as part of the programme of works associated with preparing an Environmental Assessment to accompany the planning application.

8.4.2. All on-site ground investigation works will be planned and completed with reference to a comprehensive Risk Assessment and Mitigation Strategy, which will take full account of potential impacts on residents, road users and the general public.

8.5. Implications for Children and Young People

8.5.1 No specific implications have been identified at this stage. Opportunities to engage with local schools will be considered as the scheme progresses. The means by which young people can be encouraged to participate in the consultation process will be considered as part of the Consultation & Engagement Plan.

8.6. Overview and Scrutiny Committee Implications

8.6.1. Progress on the scheme is reported to the Councils Environment & Overview Scrutiny Committee.

8.7. Other Implications (Please Specify)

8.7.1. None

9. Risk Management

9.1. Key risks to the Council continue to relate to the affordability of the scheme and this will be addressed through the continued development of the funding strategy.

9.2. The Council will be required to accept all responsibility for cost increases beyond the cost envelope stated in the Business Case that is approved for funding by DfT. This decision is at the Full Business Case stage, which is currently anticipated in late 2019.

9.3. Risk management issues are unchanged from previous Cabinet reports. A risk register has been produced in the preceding stages of the project development and this will be reviewed and updated through the current stage of works. Capital cost risks are informed by a comprehensive Quantitative Risk Assessment, with a risk allowance of £7.7million included in the scheme costs. For appraisal purposes, a level of Optimism Bias is applied to uplift estimated costs by 44%, in accordance with DfT guidance, to ensure that the value-for-money of the scheme is not overstated.

10. Access to Information

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

10.2. Documents are held on file at :

\\ourcheshire.cccusers.com\East\LTPEast\MiddlewichBypass.

11. Contact Information

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Cheshire East Council

Cabinet

Date of Meeting:	12 th September 2017
Report of:	Executive Director - Place
Subject/Title:	Crewe Town Centre Regeneration Programme: Major Investment Decisions
Portfolio Holders:	Cllr Don Stockton (Regeneration) Cllr David Brown (Highways & Infrastructure) Cllr Paul Bates (Finance & Communities)

1. Report Summary

- 1.1 With the advent of high speed rail coming to Crewe there is a huge opportunity to use this as a catalyst to drive significant regeneration of the town centre. Conversely, it is essential to deliver a successful regeneration programme to attract the levels of inward investment required if we are going to deliver the ambitious economic growth targets outlined in the emerging Constellation Growth Strategy for the sub-region.
- 1.2 Moreover, the regeneration of Crewe will support the Council's strategic aim of protecting and enhancing the 'Quality of Place' in the Borough. A successful regeneration programme will not only deliver economic benefits, it will promote well-being for local residents and deliver a number of social benefits e.g. improved education, skills levels and reduced health inequalities.
- 1.3 In terms of its current position, Crewe town centre is at a pivotal point in terms of its future direction. Along with many other towns, it has struggled to adapt to the drain of retail occupiers from its high streets, and needs to forge a new role that is far more mixed-used in its approach, making it a place where more people want to visit and stay for longer. This requires a strategy based on more leisure uses, better facilities and a higher quality environment.
- 1.4 Crewe is well-placed; it has a growing population which is expected to increase further following the publication of plans for HS2 services to its planned hub station. It also has a growing catchment population in the wider south Cheshire area which spends a disproportionately low amount of disposable income in Crewe – 'leakage' that can potentially be drawn back into the town centre.

- 1.5 In 2015 the Council consulted upon a Regeneration Delivery Framework for Crewe town centre, which moved onto the development of a regeneration programme that is underway; the Council has already been successful in securing and delivering major projects including the £15m Lifestyle Centre and the £11m University Technical College that both opened in 2016. These and other investments in the town centre will be vital in promoting a strong 'sense of place' for our residents and businesses, and play a key role in driving new investment and jobs, both in Crewe and the wider area.
- 1.6 In April 2015 the Council invested £6m in acquiring the Royal Arcade properties, which include the current bus station. In November 2015 the Council committed to seeking a commercial development partner to lead in delivering a leisure-led, mixed-use redevelopment of the site. Following a robust procurement process, the Council selected a consortium comprising Cordwell Property Group and Peveril Securities as its preferred development partner. This report seeks approval to enter in a development agreement (contract) to deliver this scheme which will include a new cinema, restaurants, shops – funded through Cordwell/Peveril, as well as a new bus station and a multi-storey car park, which will be funded and owned by the Council.
- 1.7 Whilst the Royal Arcade redevelopment represents the most significant Council regeneration initiative, it is just one component in the town centre's regeneration. This report also includes proposals relating to the future of Crewe's markets, to ensure that they play a more significant role in attracting more people into the town centre, and keeping them there for longer. Similarly, the quality of town centre public realm – the design and materials of the streets, street furniture, lighting and public art - is also crucial. Proposals for investment in public realm also form part of this report.
- 1.8 If supported, these initiatives will act as a catalyst for wider regeneration, investment and growth. Already, commercial investors have started formulating plans which align to the Council's ambitions for Crewe and we can have confidence that further regeneration in the town centre will follow.
- 1.9 The regeneration programme is crucial to ensuring that Crewe is well-placed to benefit from the growth and investment that will emerge from its status as a HS2 hub. This has been the basis of the Council's recent bid to secure government funding towards town centre regeneration. As a result, £10m has been allocated to support these plans, and this report also seeks approval to accept the funding and associated contractual terms.

2. Recommendation

Cabinet is recommended to:

- 2.1 Subject to a formal decision by Cheshire & Warrington LEP, accept a grant of £10m Local Growth Funding to support the delivery of projects in the Crewe town centre regeneration programme (detailed below), with authority for entering into a formal funding agreement to be delegated to the Executive Director – Place, in consultation with the Portfolio Holder for Finance & Communities, Portfolio Holder for Regeneration and Portfolio Holder for Highways & Infrastructure.
- 2.2 Authorise the Director of Legal Services to enter into a development agreement with Peveril Securities Ltd to secure the redevelopment of the Royal Arcade site, to include a cinema, other leisure uses, retail uses, a new bus station, car park and public realm (area 1a and 1b) within the site. A lease of part of the site will be granted to Peveril Securities for a period of 200 years. Appendices 1-7 provide location plans and development proposals, including a summary of the provisions within the development agreement (Appendix 5).
- 2.3 Note that the redevelopment will be subject to planning and highways approval by the Council, as Local Planning Authority, at a later date.
- 2.4 Delegate authority for any decisions ancillary to the development agreement to the Executive Director – Place, in consultation with the Director of Legal Services, the Chief Financial Officer/s151 Officer and the Head of Assets and the Portfolio Holder for Regeneration and other appropriate Portfolio Holder(s), including to:
 - 2.4.1 negotiate and enter into all legal agreements required to support the delivery of the Development Agreement and the Head Lease to the development partner, including the final demise of the Head Lease and any agreements ancillary to the Development Agreement and the Head Lease and any variations required to the Development Agreement which fall within the scope of this contract award;
 - 2.4.2 take all actions required to facilitate vacant possession of the development site and in respect of undertaking the statutory process to dispose of any of areas of public open space within the development site and, in support of this, to note that the Council will not enter into any new agreements for occupancy of vacant units;
 - 2.4.3 as reasonably required, to:
 - a) take all actions necessary for the acquisition, extinguishment or otherwise rendering ineffective any third party interests over the Development Site or to appropriate such land so as to come within the provisions of section 237 of The Town and Country Planning Act 1990;

- b) use all reasonable endeavours as land owner to assist with any application for any Stopping Up Order as made by the Developer;
- c) release or procure the release of any rights, covenants and other interests over the Development Site insofar as it has the right to do so and provided that such release would not put the Council in breach of any obligation to a third party or parties; and
- d) take such steps, in relation to the open space within the Development Site under either S123 Local Government Act 1973 or Part IX Town and Country Planning Act, as will enable its disposal within the Development Agreement arrangements.

- 2.5 As part of the development agreement, to agree to transfer budgets into the Council's main Capital Programme from the Addendum allocated for the Crewe Town Centre Regeneration Programme as follows:
- 2.5.1 up to a maximum of £3.745m towards the cost of the development of a new Crewe town centre bus station, to be retained in the freehold interest of the Council;
 - 2.5.2 up to a maximum of £150,000 towards the costs of securing vacant possession of the Royal Arcade site, prior to the granting of a licence/lease to Peveril Securities Ltd;
 - 2.5.3 up to a maximum of £9.465m towards the cost of a new multi-storey car park (MSCP) within the Royal Arcade site, to be retained in the freehold ownership of the Council;
 - 2.5.4 up to a maximum of £4.1m towards the cost of public realm on Council land/highway in Crewe town centre in the area immediately adjacent to the Royal Arcade site (area 1b), and to agree to vary the original terms of its procurement to include up to this amount within the development agreement;
 - 2.5.5 up to £3.49m towards the cost of public realm on Council land/highway in Crewe town centre in the area around the Market Hall and other parts of the town centre (area 2), as indicated in Appendix 7, with authority for commencing procurement and entering into a contract for the these works to be delegated to the Executive Director – Place, in consultation with the Portfolio Holder for Regeneration and Portfolio Holder for Highways & Infrastructure.
- 2.6 This (2.5) will be subject to the final stage approval of the business case by the Portfolio Holder for Finance & Communities and the Director of Finance & Procurement.

- 2.7 Consider the alternative options for the future of Crewe's markets (Market Hall, Market Sheds and outdoor/on-street market), and to agree to:
- 2.7.1 endorse the recommended option for the future of Crewe Market Hall, in terms of its physical form, operation and governance, which will require remodelling and refurbishment of the interior, and some changes to its exterior façade (Phase 1);
 - 2.7.2 delegate a decision on the preferred option and to take all actions required, including negotiating and entering into any legal agreements and the servicing of notices relating to the current and future occupation of the defined market site in order to implement the preferred option, following public consultation in October 2017, to the Executive Director – Place, in consultation with the Portfolio Holder for Finance & Communities and the Portfolio Holder for Regeneration.
- 2.8 And agree, subject to 2.7.1 and 2.7.2, to
- 2.8.1 transfer a budget of £3.9m into the main Capital Programme from the Addendum allocated for the Crewe Town Centre Regeneration Programme, in order to meet the costs required to undertake the remodelling of Crewe Market Hall (Phase 1) and any subsequent works related to future decisions relating to Crewe markets (Phase 2);
 - 2.8.2 consider a potential requirement to use a proportion of the identified budget to secure vacant possession of the Market Hall, prior to any potential remodelling;
 - 2.8.3 commence the procurement of a service operator for all, or some of the Crewe market operations, currently undertaken on behalf of the Council by ANSA, to include consideration of legal, financial, property and HR implications;
 - 2.8.4 delegate authority for any subsequent key decisions over these Market investments, vacant possession and the appointment of a service operator to the Executive Director – Place, in consultation with the Portfolio Holder for Finance and Communities and the Portfolio Holder for Regeneration;
 - 2.8.5 a further report on additional changes (Phase 2) to Crewe markets (Crewe Market Sheds and street traders) to be considered, with a formal decision to be delegated to the Executive Director – Place, in consultation with the Portfolio Holders for Finance & Communities and Portfolio Holder for Regeneration;
 - 2.8.6 note that, in taking forward the proposals for the markets, the Council intends to work in close collaboration with Crewe Town Council and other key partners, as appropriate, as part of a

partnership-based approach to ensure that the implementation of the plans and future operations are undertaken with plans for other events and activities in the town centre.

- 2.9 Note that there will be additional revenue implications to the Council, and that these will be identified in the business case to be addressed in relevant base budgets during the Council's budget-setting and budget management process. These relate to:
- a) The cessation of income to the Assets budget for Royal Arcade, due to redevelopment of the properties;
 - b) Future costs of operating the new car park and revenue implications for other car parks in Crewe town centre;
 - c) Future costs of operating the new bus station;
 - d) Future costs for maintenance of public realm;
 - e) Potential loss of income during works to Crewe Market Hall;
 - f) Future costs for maintenance of Crewe Market Hall.
- 2.10 Note the development of a draft public realm strategy for Crewe town centre and Area 1 implementation plans, and to agree to consult with appropriate stakeholders prior to a decision on its final adoption, to be delegated to the Executive Director – Place, in consultation with the Portfolio Holder for Regeneration and Portfolio Holder for Highways & Infrastructure.
- 2.11 Note the development of plans for a History Centre to be located in the town centre, subject to securing external funding, which will also play an important role in the regeneration of the town centre and act as a key anchor project for the Civic & Cultural Quarter.

3. Reasons for Recommendation

- 3.1 Crewe is now at a crossroads; it can either continue to hope for change, or it can set out on a path to revival. Aligned to the vision of the Crewe Town Centre Regeneration Delivery Framework for Growth and the Council's Quality of Place strategy, the town is at a key point which this report seeks to address by investing in key strategic interventions on Council-owned assets to act as a catalyst for regeneration and further investment.
- 3.2 The timing is crucial, particularly considering the opportunity presented by investment in a new HS2 Hub Station, expected to open in 2027. As a strategic priority for Cheshire & Warrington Local Enterprise Partnership, the Council has been successful in being allocated a £10m grant towards its regeneration proposals. This report seeks to secure this funding, which the Council will manage alongside the use of resources within its own capital programme (addendum), and to delegate approval to consider acceptance of the terms on which it is to be awarded, which will be considered by C&WLEP later in September.

- 3.3 In terms of Crewe's position, there are several factors to consider from a strategic perspective:
- a) It is apparent that Crewe is punching below its weight. Commercial property specialists Knight Frank identify that the Crewe area has a solid, captive catchment of over 591,000 residents, with limited local competition but relatively high leakage of consumer expenditure of 91% with scope for clawback achievable through an improved offer. Their research also identifies that the area itself has a significantly higher proportion of residents in certain social groups (ACORN Profiles) than the rest of the UK, including 'Comfortable Seniors', 'Young Hardship' and 'Executive Wealth' and yet the town centre offer is evidently failing to significantly tap into this existing potential market;
 - b) The town and surrounding area is already experiencing major growth, with large-scale housing developments in a number of locations; it is imperative that new, as well as existing residents, are served by - and attracted to - a thriving town centre. The designation last year of the Crewe 'CW' postcode area as the 'Best Residential Location in the UK' by commercial property journal 'Property Week' is a strong endorsement of the town's latent potential;
 - c) The planned HS2 investment will deliver a transformational scale of growth, which requires a buoyant and growing town centre in order to ensure wider economic and social benefits are realised;
 - d) Through the procurement process for a development partner, the Council has learned more of the plans of investors and occupiers, both nationally and locally, and believes that the approach outlined will be successful in revitalising the town centre, drive further investment and attract more visitors to use the town centre – not just to shop, but as a leisure destination and a place to socialise with friends and family;
 - e) Other adjacent commercial areas, in particular Grand Junction Retail Park, continue to thrive and draw in a wider demographic that the town centre aspires to. Recognising the success of Grand Junction, and strengthening connectivity between it and the town centre, will play an important part in the town's regeneration;
 - f) Responses from the 'Crewe: Your Town –Your Choice' major public consultation in 2015 indicated an overwhelming ambition for town centre investment and regeneration, including more leisure and retail investment;
 - g) Feedback from recent events and consultations locally have demonstrated a need and appetite for cultural development, and a recent report commissioned by the Council evidenced the growing

'creative and digital' sector around Crewe which now forms part of the Council's Creative and Digital Strategy.

- 3.4 Following the publication of its Regeneration Delivery Framework, the Council has taken a three-phase approach to regeneration:
- a) implementing short-term improvement initiatives with local stakeholders including, in particular, Crewe Town Council, over a period from 2016-2017;
 - b) developing a medium term regeneration programme, focusing on major capital investments which form the basis of this report, over a five year period (2016-2021);
 - c) masterplanning longer-term options for the town centre and wider Crewe, directly linked to the growth and regeneration anticipated to arise from investment in a new HS2 Hub Station (2016-2040).
- 3.5 In the Council's medium-term programme it identifies four key areas within the town centre that can each play a different role in town's regeneration. We have prioritised two of these for investment because they are the most well-defined and, largely being in the Council's ownership, are relatively less complex to deliver. These are:
- 3.5.1 Royal Arcade: The 1.95 ha (4.81 acre) site, most of which it acquired in 2015, which includes the current bus station, the former BHS store and retail premises along Queensway, Victoria Street and Delamere Street. It is central to the town, playing an important role in connecting one of the main arrival points (bus station) to the retail core, being directly adjacent to the Victoria Centre and less than a minute's walk from the indoor Market Shopping Centre;
- 3.5.2 Civic & Cultural Quarter: This area in the east of the town centre includes major built assets including the Municipal Buildings, Lifestyle Centre and Lyceum Theatre as well as high quality public spaces. The Market Hall is in a key location in terms of its proximity to the Grand Junction Retail Park and plays a vital role in this area's regeneration as will the future redevelopment of the former library and Civic Centre car park, which currently acts as a major barrier to movement around this area. Clearance of the former library site has been identified as a key intervention and, although it is not included within the redevelopment proposals in this report, is identified in a linked report relating to plans for a new History Centre in Crewe, which would act as another key anchor within the Civic & Cultural Quarter;
- 3.6 The major investment decisions in this report form part of a joined-up strategic approach, but stand up to an appraisal of their individual merits. It should be noted that the recommended approach is that Cheshire East

Council, uses its own and other public funding to invest in regeneration which demonstrably 'levers in' private sector investment, rather than to directly invest in the commercial control of all development.

Leisure

- 3.7 Crewe town centre has a very mixed quality leisure offer, with a weak evening economy apart from the success of the Lyceum Theatre and the recently opened Lifestyle Centre. These operate in isolation, with visitors arriving and departing the town centre with limited dwell time and benefit to the wider town centre economy. There is clear evidence of demand for additional cinema screens that needs to be met urgently to prevent further leakage due to competition from other towns. Nationally, consumer expenditure in restaurants and cafes has continued to grow in spite of household budgets tightening; this is evidenced by the opening of restaurants at Grand Junction Retail Park. There is further evidence that this sector has significant potential to grow in Crewe, particularly if it is clustered around a strong leisure anchor, such as a cinema.

Retail

- 3.8 The retail offering of the town centre is also limited. This is due, in part, to the lack of appropriately sized retail units and the lack of 'anchors' to act as a major draw for visitors, such as a major retailer or leisure offer. Dialogue with investors indicates that failure to provide suitable retail space will lead not just to stagnation but more rapid decline, as existing retailers seek alternative locations where they can expand and benefit from the agglomeration effect of other key 'anchor' uses. This is evidenced by the move of Marks & Spencer to expand at Grand Junction Retail Park.

Crewe Bus Station

- 3.9 Crewe Bus Station is in a state of disrepair and is visually unappealing. The site is inefficient and includes derelict bus sheds/garages that are a major eyesore. A modern replacement is needed to better serve the needs of passengers and bus operators, and drive up patronage to support increased footfall in the town centre and more sustainable travel.

Car Parking

- 3.10 There is strong evidence to suggest that Crewe is over-supplied in terms of car parking, although it is recognised that this is in relation to the current numbers of visitors to the town centre from the surrounding catchment. However, the dispersed nature of existing car parks and the lack of information to guide visitors is a hindrance, as is the fact that most are small surface car parks making it difficult to justify further investment in operational improvements such as 'pay on exit' and increased security. A new multi-storey car park providing over 450 spaces will act as the 'premier' car park in Crewe, both in terms of location within the Royal

Arcade site, as well as its quality. Leisure and retail occupiers place a major emphasis on this as a vital component of their success, and it is expected that this will be a major factor in securing new occupiers across Crewe town centre, not just within the redeveloped Royal Arcade.

- 3.11 This is a key obligation for the Council and initially modelling indicates that the current car parking regime will not drive sufficient income to cover the costs of the Council's investment. Therefore, rather than this being considered as a commercial investment, this should be seen as providing a catalytic intervention in the town centre which will drive regeneration and other economic benefits for the town.

Public Realm

- 3.12 'Quality of Place' is vital to all our towns, setting the tone for investors, businesses and visitors, and creating an environment in which people want to spend leisure time, whether it be socialising or attending events. Whilst there are some foundations on which to build (e.g. Memorial Square, Lyceum Theatre and the Lifestyle Centre), there is much room for improvement in terms of design, materials, pedestrianised areas, lighting, planting, street furniture, public art and event space. This report identifies the development of a new Public Realm Strategy which incorporates a staged approach to public realm improvements, focusing on one area in and around the Royal Arcade site (area 1a and 1b), and a separate area (area 2) around the Market Hall and other parts of the town centre.

Markets

- 3.13 As with many markets in similar towns, Crewe's market traders have struggled as discount retailers target town centres and other retailers have migrated elsewhere. In developing a new vision for our markets, it is proposed that the Council takes a phased approach, focusing initially on the Market Hall, which has witnessed a steady decline in terms of occupancy, income and the quality of offer to shoppers. The location of the market between the Royal Arcade site and the Grand Junction Retail Park will play an important role in connecting the two as part of a 'linked trip' for thousands of new visitors.
- 3.14 Other towns have taken the stance that market buildings, often steeped in heritage and civic pride, should be at the heart of town centre regeneration with a role to draw in consumers lost to other locations. The preferred option identified, subject to consultation, is that the Market Hall is refurbished to a high standard with a focus on its food offering; that is, food retail (butcher, greengrocer, fishmonger, etc.) that sell high quality produce, alongside food consumption (independent 'street food', cafes and bars). This would be located within two rows of permanent units along each side of the building, with the central area remodelled to accommodate temporary stalls which will be managed as independent stalls geared around particular themes or events. The proximity to the

Lyceum Theatre provides some major opportunities for synergy. Subject to consultation, the Council will seek to commission a service operator who will be pro-active in identifying and securing suitable tenants and ensuring that they play a role in the vitality of the market. In the longer-term, once the new market model has a demonstrable track-record of success, the Council may seek to procure an operator on the basis of a concession management lease.

3.15 The Market Hall will become a prized asset in the town once more, becoming a destination for visitors, both during the day and the evening. It will provide more opportunities for a more diverse range of local people and it will help energise other parts of the town centre.

3.16 In taking forward the proposals for the markets, the Council intends to work in close collaboration with Crewe Town Council and other key partners, as appropriate, to ensure that the implementation of the plans, commissioning arrangements and future operations are undertaken with plans for other events and activities in the town centre.

4. Other Options Considered

4.1 Several strategic and individual options have been considered, which are detailed in business cases, but summarised in Table 1 below.

Table 1: Options

Element	Alternative	Evaluation
Overall Programme	a) Focus redevelopment on other sites in Crewe town centre	The identified sites are in the Council's control and are the most commercially viable sites within the town centre.
Overall Programme	b) Focus leisure and retail investment around planned HS2 station area.	Would result in terminal decline of the existing town centre, with financial and social consequences.
Overall programme	c) Do nothing	Would be likely to result in terminal decline of the existing town centre, with financial and social consequences
Royal Arcade	d) Focus on use of site for retail uses rather than leisure.	Would require an anchor retailer for the scheme requiring significantly more public investment and/or a larger development footprint. Higher risk, given retail sector shift to larger centres/out-of-town and online.
Royal Arcade	e) Seek other leisure uses without cinema.	Most urban centres of Crewe's size require a cinema to anchor a leisure scheme that encourages longer dwell time.
Royal Arcade	f) Incorporate residential uses within scheme.	Tested through procurement process. Residential values currently too low in Crewe town centre and require an improved town centre offer to act as a catalyst.
Royal Arcade	g) Incorporate office uses within scheme.	Tested through procurement process. Office market values currently too low in Crewe town centre and require an improved town centre offer to act as a catalyst.
Royal Arcade	h) Incorporate hotel within scheme.	Tested through procurement process. No hotel operator interest currently, although operators recognise future potential.
Royal Arcade	i) CEC to fund Royal Arcade development without commercial	Considered at earlier stage and tested through procurement process. Taking a JV approach with a development partner represents better value to the Council and significantly de-

	development partner.	risks it.
Royal Arcade	j) Do nothing – manage as currently.	Retail units do not meet modern occupier requirements. Building maintenance costs will increase. Overall, declining condition of the site would not meet requirements of investors, occupiers or visitors.
Bus Station	k) Alternative locations within town centre.	15 other locations tested in original study. This site offers the best location in terms of centrality and ability to support north-south bus movements throughout the town centre.
Multi-Storey Car Park	l) No new car park – use existing car parks only.	Tested through procurement process. Occupiers require a large quantity of higher quality car parking within a single site and within immediate proximity to their location. Would hamper potential to redevelop other current car parks in the future.
Multi-Storey Car Park	m) Larger multi-storey car park.	Feasible, but would provide an over-supply of central car parking, so uneconomic except for peak times, and could create congestion at peak times.
Multi-Storey Car Park	n) Smaller multi-storey car or surface park.	Feasible, but would fail to meet occupier requirements and hamper potential to redevelop other current car parks in the future.
Markets	o) Implement both phases at once.	Further consultation and consideration of potential phasing options need to be considered for Phase 2. A focus on Phase 1 is practical and financially viable.
Markets: Phase 1	p) Fully open Market Hall building.	Reduces some historic features and would lose mezzanine floorspace, would fail to offer best solution for catering units.
Markets: Phase 1	q) Retain fixed stalls to one side (Shambles)	Technical deliverability issues (joinery), would fail to offer best solution for catering units.
Markets: Phase 1	r) Operate and maintain 'as is' and/or within an operator modification.	Would be likely to continue to decline in terms of occupancy and fail to deliver occupancy mix required in terms of regeneration impact.
Public realm	s) To deliver public realm in a different location.	This would weaken the impact and 'offer' of the new development, as it would sit within the current poor quality setting.
Public realm	t) To spend less on delivering public realm.	This would reduce the quality of the public realm and/or reduce the physical extent of it within the town centre, reducing its beneficial impact significantly.
Public realm	u) To spend more on delivering public realm.	This could represent a challenge to the Council in terms of compliance with procurement legislation and would be likely to require another contractor, requiring more controls and safeguards around managing two overlapping works contracts.
LEP Local Growth Funding	v) Not to accept the grant funding, or the terms of it.	This would result in the Council being required to invest more of its own capital resources.

5. Background/Chronology

5.1 It is evident that Crewe Town Centre is currently performing below its potential both in terms of the range of quality of its 'offer' to residents, and its environmental quality. In 2009, following several years of developing plans for a retail-led redevelopment in the town centre, the commercial developer, Modus, went into administration, their assets were sold on, and other planned acquisitions fell away. The Royal Arcade area was central to the plans, but the subsequent owner, Redefine International, did not advance any plans in the years subsequent, despite encouragement from, and dialogue with the Council. The Council's decision to acquire the site from Redefine was formed

largely on its confidence that it could deliver a regeneration scheme on the site, albeit of a different type and scale to that envisaged by Modus.

5.2 As many towns across the country found, the retail sector was in a major state of flux. Retail expenditure in the recession was declining and consumers looked to discount operators for competitively-priced convenience goods and towards online retailers for comparison goods. Retailers adjusted by focusing more on larger urban centres. Smaller towns needed to react, and a number of national initiatives followed such as those led by Mary Portas, not all of which were successful. Part of that reaction was to find a new role for town centres, away from dependence on large multiple retailers. The growth of the leisure sector, particularly the restaurant and café elements, grew significantly but were driven by a mix of local entrepreneurialism, affluent communities and a quality environment. Crewe Town Centre struggled in this respect and started to fall behind other towns which had taken a more proactive approach, despite the testing of a number of initiatives.

5.3 Looking forward, the Cheshire East Local Plan Strategy expects that 7,700 new homes will be developed in the Crewe area over the period 2010-30 and, over the same period a further 20,600 homes will be developed in other south Cheshire towns. With an assumed average household size of 2.36 per home (based on the previous Census) this equates to a total population growth across all our southern towns of over 68,000 between now and 2030 (i.e. excluding those that have moved into new homes in the earlier part of the Local Plan period). Combining this growing population, and the untapped potential of Crewe's 'natural' catchment in surrounding towns and villages, it is evident that there is significant potential for investors and commercial occupiers, across the leisure and retail sectors, to thrive.

6. Wards Affected and Local Ward Members

6.1 The regeneration proposals all fall within Crewe Central Ward (Cllr Irene Faseyi), although the nature of the recommendations is relevant to all wards, members and residents in Crewe and surrounding wards. Local Members have been engaged previously on key aspects of the regeneration programme and will be consulted on an on-going basis.

6.2. A Local Members briefing has been arranged for the Council's Crewe members in advance of this report's publication. This will be followed by engagement with key local stakeholders, including Crewe Town Council prior to the Cabinet meeting of 12 September.

6.3 In developing the original Regeneration Delivery Framework vision and objectives, local members and other stakeholders were extensively consulted through surveys and engagement events. Responses from the 'Crewe: Your Town –Your Choice' major public consultation in 2015

indicated an overwhelming ambition for town centre investment and regeneration, including more leisure and retail investment.

- 6.4 Other key stakeholders, including Crewe Town Council, have been apprised of progress in development of some aspects of the proposals, and their comments have contributed to the Council's plans.

7. Implications of Recommendation

7.1 Policy Implications

- 7.1.1 The proposals in this report relate directly to three key outcomes identified in the Council's Medium Term Financial Plan:

Outcome 2: Cheshire East has a strong and resilient economy. Cheshire East is a place which is open for business. We will invest in the building blocks that will allow business to grow, give our residents the right skills to secure employment and attract inward investment in to the Borough. By working together with business and our residents we will enhance the quality of place and create prosperity for all;

Outcome 4: Cheshire East is a green and sustainable place. Cheshire East's rural and urban character is protected and enhanced through sensitive development, environmental management, transport and waste disposal policies;

Outcome 5: People live well and for longer. Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early intervention and physical and mental wellbeing.

- 7.1.2 The proposals in this report also align strongly to the adopted 'Cheshire East Local Plan Strategy' (2017), 'Crewe Town Centre Regeneration Delivery Framework for Growth' (2015), which set out a strong vision for the future of Crewe town centre with supporting objectives. It also relates directly to the Council's emerging Cultural Strategy, which identifies the crucial relationship between culture and regeneration in order to deliver the Council's aspirations for 'Quality of Place'. From a sub-regional perspective it also aligns to the Cheshire & Warrington Strategic Economic Plan (2017).

7.2 Legal Implications

- 7.2.1 Throughout the process of procuring a development partner for the Royal Arcade scheme, internal and external legal advice has been provided to ensure compliance and consideration of any legal risks. Nonetheless, the following legal implications are identified:

- 7.2.2 Entering into a development agreement – including the proposal to include publicly-funded public realm works adjacent to the development site;
- 7.2.3 The Council has undertaken a competitive dialogue procedure in accordance with the Public Contracts Regulations 2015 (“the Regulations”) to secure a development partner and the Development Agreement is being entered into in accordance with the outcome of that formal procurement process;
- 7.2.4 Further works, which were not included in the original procurement, are to be included in the development agreement. Advice has been sought on the application of Regulation 72 of the Regulations which allows for variation or modification of contracts. There are two grounds which the Council could use to argue strongly that it would be permitted to make these proposed changes to an executed development agreement and by extension prior to entering in to such an agreement:
- (i) that the variation is not “substantial”; and
 - (ii) that the variation would be of low value. The advice obtained concluded that on the basis of the facts and works values and provided that the additional works are consistent with, and not a major departure from, the development as originally conceived, the risk of a successful challenge, on the basis of the additional works being included, is low.
- 7.2.5 The Development Agreement will contain a number of obligations on the part of the Council. A summary of these is provided in Appendix 6.
- 7.2.6 The Development Agreement will also contain funding obligations on behalf of the Council in relation to public realm works outside of / adjacent to the site;
- 7.2.7 The Council has the power to grant a lease of the site pursuant to s123 of The Local Government Act 1972 subject to it being at the best consideration that can reasonably be obtained;
- 7.2.8 As there is public open space within the site, then it will be necessary to follow the appropriate procedures alternatively under s123 of The Local Government Act 1972 or Part IX Town and Country Planning Act 1990. These may involve advertising the proposed disposal of any land acquired for planning purposes and then considering objections, or if land is not held for such purposes following the procedures to refer the disposal to the Secretary of State. Any objections and/or representations received as a result of the advertising process will be considered by the Director of Place in consultation with the Portfolio Holder for

Assets or alternatively the Secretary of State for Communities and Local Government prior to any final decision being made in respect of the proposed disposal of the land;

7.2.9 The General Disposal Consent 2003 authorises the disposal of land for 7 years or more at less than best consideration if the undervalue is £2million or less and subject to those powers being exercised in line with public law principles. If the undervalue is more than £2million then the consent of the Secretary of State is needed prior to disposal. The Council will also consider the option to appropriate land;

7.2.10 The Council has a fiduciary duty at all times to the taxpayers and must fulfil this duty in a way which is accountable to local people;

7.2.11 The Localism Act 2011 introduced the General Power of Competence, which allows the Council to do anything an individual can do, provided it is not prohibited by other legislation. These powers have replaced the previous wellbeing powers, however, the use of these powers must be in support of a reasonable and accountable decision made in line with public law principles;

7.2.12 The Council will need to ensure that all funding to be provided in respect of the bus station, car park and additional public realm works complies with the rules on State aid. The Council is taking steps to identify and address any State aid risks, including obtaining external advice.

7.3 Financial Implications

7.3.1 Prior to the current financial year, the Council's Medium Term Financial Strategy, included capital budgets for Crewe Town Centre Regeneration. This programme has previously funded the acquisition of the Royal Arcade Properties, investment in a range of short-term initiatives and capitalised costs related to staffing, professional advice, etc. associated to the recommendations included in this report.

7.3.2 Capital funding is now required to be brought into the capital programme for 2017/18 – 2020/21, including external Local Growth Funding from C&WLEP. Indicative cost and allocation of these is summarised in Table 1 below:

Table 1

Element	Commercial investment (£m)	CEC investment (£m)	LGF investment (£m)	TOTAL (£m)
Commercial elements	23.646			23.646
Bus Station			3.745	3.745
Multi-Storey Car Park		9.465		9.465
Public Realm Area 1a	(a)	(b)	(b)	(a) + (b)
Public Realm Area 1b		0.845	3.255	4.10
Public Realm Area 2		3.49	0	3.49
Crewe Markets Phase 1 & 2		0.9	3.0	3.9
TOTAL	23.646	14.7	10.0	48.346

- (a) NB Commercial Investment of £0.645m related to public realm around the commercial elements of the scheme (Area 1a) is included within the commercial investment figure of £23.646m.
- (b) NB CEC and LGF Investment of £1.226m related to public realm around the MSCP and Bus Station (Area1a) is included within the CEC investment of £9.465m and LGF investment of £3.745m.

7.3.3 Table 2 below provides a breakdown of the expenditure profile by year for the Capital Programme is identified below:

Table 2

Crewe Town Centre: Additional Major Capital Investments (2017/18 - 20/21)												
Element	2017-18		2018-19		2019-20		2020-21		TOTAL		TOTAL	
	Capital investment (£m)											
	CEC	LGF	CEC	LGF	CEC	LGF	CEC	LGF	CEC	LGF		
Bus station						3.745			0.000	3.745	3.745	
Multi-storey car park							9.465		9.465	0.000	9.465	
Public realm works (Area 1a)									0.000	0.000	0.000	
Public realm works (Area 1b)		0.300				1.450	0.845	1.505	0.845	3.255	4.100	
Public realm works (Area 2)					1.500		1.990		3.490	0.000	3.490	
Crewe markets		0.300		2.700	0.900				0.900	3.000	3.900	
TOTAL	0.000	0.600	0.000	2.700	2.400	5.195	12.300	1.505	14.700	10.000	24.700	

7.3.4 As identified in 2.910, there will be ongoing revenue implications that the Council needs to consider and which may require services to create budget growth bids to offset the impact of these, in particular:

- Cessation of income to the Assets budget for Royal Arcade, due to redevelopment of the properties;
- Future costs of operating the new car park and revenue implications for other car parks in Crewe town centre: Initial advice indicates that, on the assumption that the Council would prudentially borrow the capital required to fund the car park at 3% pa, but without allowance for repayment of the capital, there will be an annual revenue pressure to the Council the extent to which would be dependent on the

Council's future car parking strategy for Crewe. It should be noted that the Council's investment in the car park is not to derive a commercial return but, rather, to stimulate regeneration and additional footfall, leisure/retail expenditure and boost investor confidence in the town centre;

- c) Future costs of operating the new bus station: This is expected to be offset by income generated through any lease and/or departure charges to bus operators;
- d) Future costs for maintenance of public realm: An additional revenue budget of £20k per annum for the maintenance of street furniture/soft landscaping within area 1a (excluding the area leased to Cordwell Property Group and Peveril Securities) area 1b and area 2 is likely to be required to manage and maintain the new public realm in good order to ensure it continues to meet its objectives, and extend the period of time before which further capital expenditure is required. The cost of this maintenance programme should be considered in light of additional income generated by the development. The cost of road sweeping and clearing of litter bins, etc. is not included within the additional revenue budget of £20k per annum figure. Other alternative mechanisms for maintenance are also being explored with Crewe Town Council;
- e) Potential loss of income during works to Crewe Market Hall: During the period of any works to the Market Hall, it is likely that there would be a shortfall in markets income and potentially additional revenue payments resulting from the closure of the market hall and relocation of traders;
- f) Future costs for maintenance of Crewe Market Hall: Whilst the building will require some on-going maintenance, it is expected that at least some of the responsibility for costs will be borne by leaseholders / concession management leaseholders as part of the terms agreed by the Council, and off-set by income.

Other Financial Implications

7.3.5 *Capital receipt:* upon completion of the development the Council will benefit from a capital receipt of £100k from the developer (Headlease premium);

7.3.6 *Car park and Bus Station income:* The Council is funding the car park and bus station. The Council will retain the freehold control of these assets. Whilst the operational model for these is to be determined, the Council could receive an income as a result of car parking charges and bus operator departure charges. The

Council's contribution is to be funded from prudential borrowing of which the ongoing revenue impact will be detailed in the business case;

- 7.3.7 *Business rates income from Royal Arcade site:* Currently the Council retains approximately £60k pa business rate income from the site. It is estimated that following the proposed development and full occupation of the site the Council would retain approximately £300k pa business rate income;
- 7.3.8 *Asset release:* Potential release of some existing car park sites for disposal after the completion of the new car park. Sites will be considered on their own merits;
- 7.3.9 *Asset Value enhancement:* As a major property owner in the town centre, the Council would be likely to derive uplift in values of these assets as a result of the redevelopment, since it will make Crewe town centre a significantly more attractive location from the perspective of investors and occupiers.

7.4 Equality Implications

- 7.4.1 There are no direct implications of the recommendations, although there are indirect implications, in particular:
- a) Public transport, and Crewe Bus Station, is disproportionately used by older passengers/residents and those with disabilities. This is an important consideration in the design, specification and location of the new bus station. The proposed approach follows earlier consultation with bus users;
 - b) It is also recognised that people without access to private transport (particularly young people, older people and people with disabilities) use town centres more than out-of-centre locations that are less well-served in terms of transport, seating, etc.

7.5 Rural Community Implications

- 7.5.1 None directly, although it is recognised that there is a strong relationship between small-medium sized towns and their rural hinterland, from the perspective of both consumers, retailers and businesses in their supply-chain.

7.6 Human Resources Implications

- 7.6.1 It should be noted that whilst the investment proposals included in this reported are expected to create over 300 new jobs as well as jobs during the construction phases, there will inevitably be implications for tenants within the current Royal Arcade properties

and Crewe Market Hall. This could have a negative impact on their operations if they are unable to identify suitable alternative premises from which to trade. Whilst the Council, Crewe Town Council and the Skills & Growth Company will offer advice to assist those businesses affected, there is a shorter-term risk that some jobs will be lost in those businesses affected.

7.6.2 Given that the Council is considering seeking a new operator for Crewe Market Hall, there is a possibility of implications for staff currently employed by ANSA to operate the market on a day-to-day basis. This will be identified further following public consultation on the preferred option.

7.7 Health and Wellbeing Implications

7.7.1 All demolition and development works will be undertaken in accordance with legislative requirements and building regulations.

7.8 Implications for Children and Young People

7.8.1 None

7.9 Overview and Scrutiny Committee Implications

7.9.1 None

7.10 Other Implications (Please Specify)

7.10.1 None

8. Risk Management

Royal Arcade

8.1 The delivery of major redevelopment proposals are complex and involve many commercial, technical, legal and practical issues being satisfactorily addressed.

Mitigation: The Council has an internal Project Team comprising all the relevant professional disciplines, supplemented by specialist external professional advice. The delivery of the Royal Arcade scheme will continue to be managed in accordance with the Council's policies and procedures.

8.2 The Council is required to deliver a staged 'Vacant Possession' for the Royal Arcade site, which will involve displacing existing tenants who may experience difficulty identifying suitable alternative premises.

Mitigation: Information and advice for those businesses affected will be provided through Crewe Town Council and the Skills & Growth Company.

Crewe Markets

The recommended option for Crewe Market Hall will:

- 8.3 Necessitate the displacement of existing tenants/licensees, including but not limited to market traders and a business operating on the street-front.
Mitigation: Relocation to the market sheds or stalls could be a solution for some;

- 8.4 Be likely to require the procurement of an alternative market operator for Crewe markets which will necessitate a variation to the Council's existing contract with ANSA, together with consideration of the application of TUPE for some ANSA staff.
Mitigation: The current contract with ANSA envisaged that there might be future changes which would mean that management of the markets might transfer to another party. Discussions would need to take place with ANSA to understand if any employees are wholly or mainly assigned to the management of Crewe markets and if so, ensure that the procurement of an alternative operator includes details of the likelihood of a TUPE transfer.

General

There are generic issues/risks to the Council, in terms of:

- 8.5 Potential risk of breaching State Aid, for example by using public monies which places a commercial operator in a financially advantageous position.
Mitigation: Internal and external legal advice has continued throughout the procurement process, and will be provided as part of the final business case development, setting out The Council's position with regard to State Aid;
- 8.6 The construction processes having a disruptive impact on the town centre over an extended time period, which could have a short-term negative impact on footfall and expenditure.
Mitigation: Benchmark standards for constructors will be required as part of all works in order to minimise disruption. Further initiatives/events to maintain footfall in the town centre may be required;

9. Access to Information/Bibliography

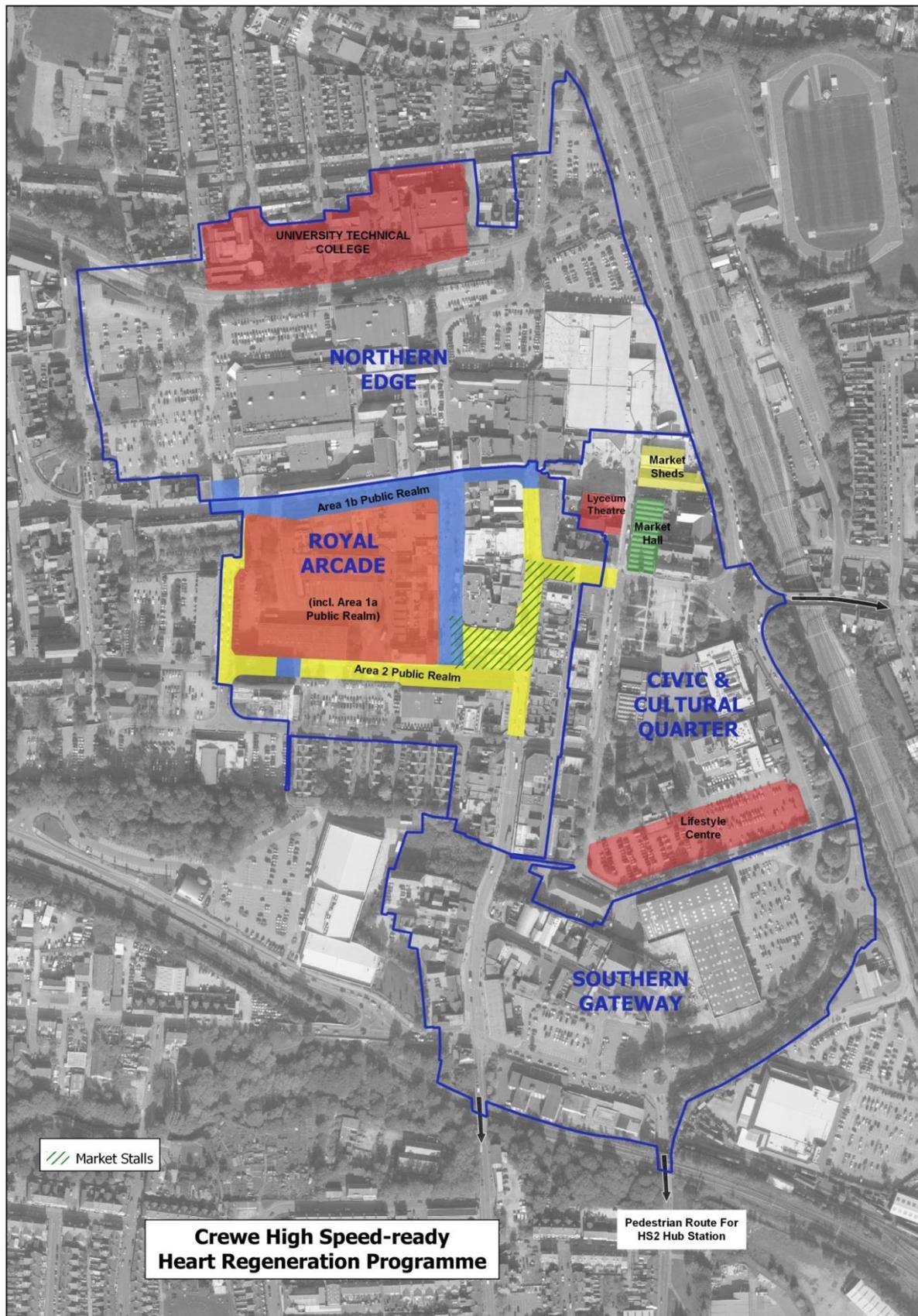
- Appendix 1: Plan of Royal Arcade site within Crewe Town Centre.
- Appendix 2: Boundaries of Royal Arcade site within Crewe Town Centre.
- Appendix 3: Proposed layout of new Royal Arcade development (subject to finalisation and planning consent).
- Appendix 4: Indicative visual impressions of Royal Arcade development scheme.
- Appendix 5: Summary of provisions with the development agreement.
- Appendix 6: Summary of Council Obligations in relation to the Development Agreement.
- Appendix 7: Indicative location of public realm improvements.

10. Contact Information

Contact details for this report are as follows:

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Appendix 1
Plan of Royal Arcade site within Crewe Town Centre



Appendix 2

Boundaries of Royal Arcade site within Crewe Town Centre

NB Red Line: Boundary of site.

Blue Line: Additional site area allowable for vehicular access/egress to be retained by CEC.



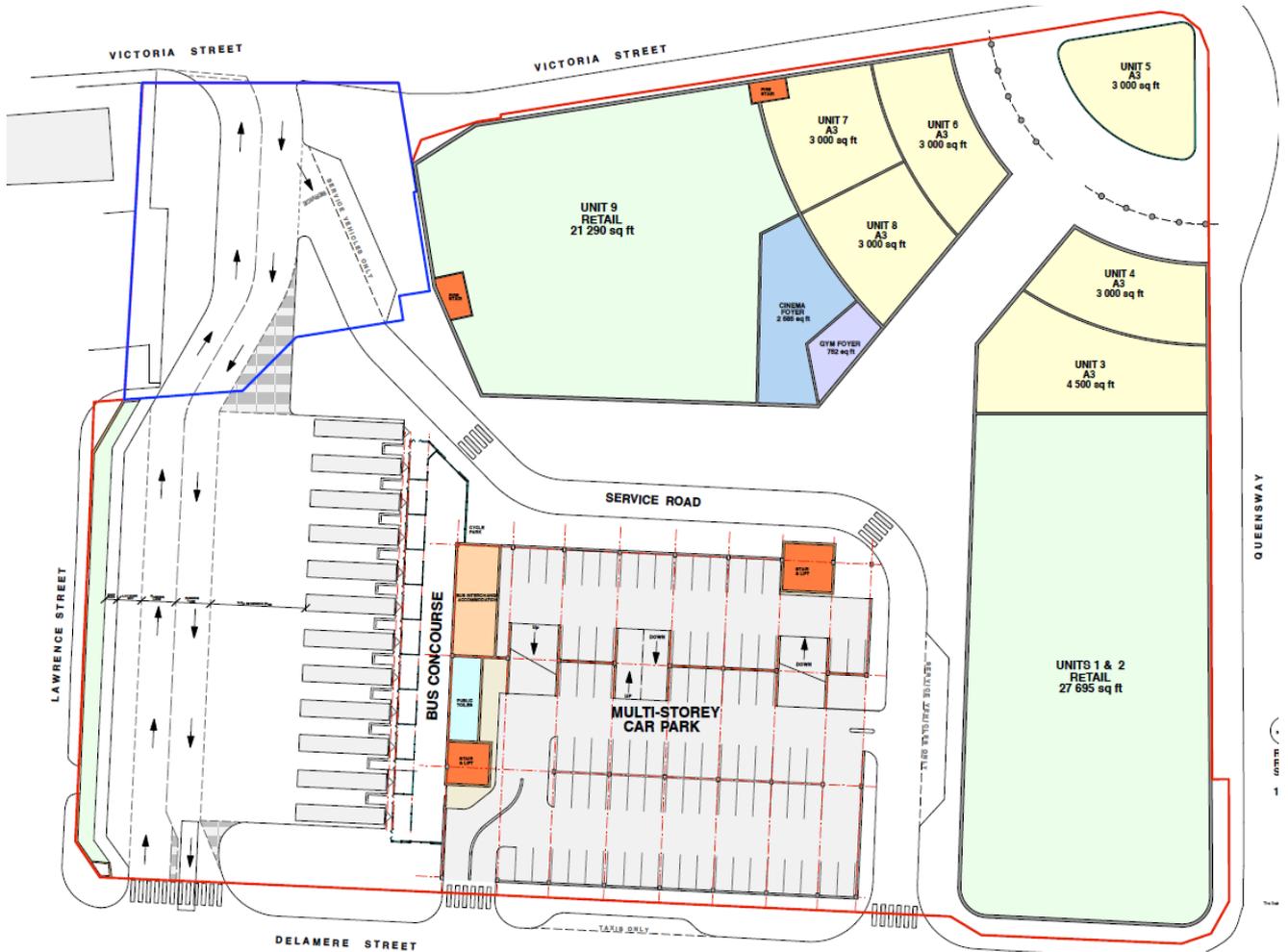
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August 1, 2016



Appendix 3
Proposed layout of new Royal Arcade development
(subject to finalisation and planning consent).

Preliminary Ground Floor layout



Appendix 4
Indicative visual impressions of Royal Arcade development scheme



Appendix 5
Summary of provisions with the development agreement

1. Parties

1.1. Cheshire East Council (in its capacity as landowner) (the “Council”).

1.2. Peveril Securities (the “Developer”).

2. Development

2.1. The development of the site shown edged red on the plan in Appendix 2 along with access rights over the land edged blue in Appendix 2 (together the “Site”). The development of the Site is to include the following mandatory key elements:

- a) A Multi-Screen Cinema with a minimum of 5 screens;
- b) Between 300 and 10,000 square metres (assessed at ground floor) of leisure uses, being hotel, restaurant or other uses within use classes C1, A3, A4, A5, D2;
- c) Between 300 and 10,000 square metres (assessed at ground floor) of retail uses within use class A1 or other uses in use class A2;
- d) the creation of high quality public realm within the development and enhancements to retained buildings;
- e) the creation and integration of pedestrian linkages from the existing town-centre into the Site;
- f) the provision of on-site public car park of [453] spaces;
- g) the provision of the Bus Interchange in accordance with the Council’s specification; and
- h) the provision of infrastructure

3. Pre-Conditions

The Development Agreement will be conditional on the following conditions being satisfied within 30 months from the date of the Development Agreement (the “Target Date ”). The date once all the conditions are satisfied or waived will be the “Unconditional Date”:

3.1. Planning

The Developer obtaining a detailed planning permission for the Development which is acceptable to the Council and does not contain any of the following Unacceptable Conditions:

- a) A condition and/or an obligation in any Planning Agreement and/or Highways Agreement requiring the payment or expenditure of money or other consideration above £100,000.
- b) A condition which makes the permission (temporarily or otherwise) personal or seeks to impose a requirement of occupation by a particular company person or entity or group or class of companies persons or entities or otherwise materially restricts use of the companies persons or entities who may occupy.
- c) A condition which imposes or creates any obligation or restriction which in the reasonable opinion of the Developer is likely to materially restrict the free operation construction and use of the Development or materially inhibit members of the public from using it.
- d) A condition which imposes any restrictions or obligations or controls on the operation use and charging in respect of any car park within the Development (save in accordance with a car park management strategy to be agreed between the Council and the Developer).

The application for planning permission must be made within 12 months of the date for the Development Agreement. The relevant challenge period for the permission will also need to have expired without a successful challenge in order for this condition to be satisfied.

3.2. Vacant possession

The Council obtaining vacant possession of the Site other than the premises demised to BHS/Santander/Wetherspoons, where the Council will not obtain vacant possession the Developer can either retain these tenancies or negotiate with these tenants in respect of their termination/relocation. For those tenancies where the Council is to obtain vacant possession it will bear the cost of securing vacant possession provided the aggregate costs of this including fees and any compensation due to the tenants does not exceed £150,000.

3.3. Bus Interchange Condition

The Developer obtaining the Council's approval to: the design, detailed specification, planning application and planning permission, and all other necessary statutory approvals for the Bus Interchange; the form of the building contract, procurement of contractor; and providing evidence to the satisfaction of the Council that the Developer can fund the completion of the Bus Interchange (including the Bus Interchange Funding Contribution (see below)) and complete the same within the Council's required timeframe.

The Bus Interchange Funding Contribution means the funding contribution the Council will make towards the cost of the Bus Interchange, to be made as a single sum less retentions once the Bus Interchange is developed and operational. The funding contribution will be the lower of:

- a) The Developer's costs directly incurred and solely in relation to the delivery of the Bus Interchange with evidence as required by the Council to validate the costs; and
- b) £ 3,745,000.

3.4. The Car Park Condition

Developer obtaining the Council's approval to the design, detailed specification, planning permission for the Car Park; form of the building contract, procurement of contractor; and providing evidence to the satisfaction of the Council that the Developer can fund the completion of the car park.

Car Park Funding Contribution means the funding contribution the Council will make towards the cost of the Car Park. The funding payment is to be made as a single sum less retentions once the Car park is developed and ready for use by the public. The funding contribution will be the lower of:

- a) The Developer's costs directly incurred and solely in relation to the delivery of the Car Park with evidence as required by the Council to validate the costs; and,
- b) £ 9,465,000.

3.5. Road closure orders

The Developer obtaining all road and/or footpath diversion stopping-up or closure orders (if any) as shall be agreed by the Council and the Developer (both acting reasonably and properly) as being necessary to enable the Development to be carried out and completed, and the challenge period expiring.

3.6. Site surveys

The Developer obtaining a Satisfactory Ground Conditions Report in relation to the Site. To be satisfactory it must reveal no new matters (not revealed by the information provided on the data room or which would not have been contemplated by a prudent developer acting reasonably and properly) which would mean that the Development is not Viable (see paragraph 3.7 below).

The ground conditions survey of the Site is to be prepared by a suitably qualified and experienced consultant and addressed to both the Developer and the Council.

The Developer may waive this Condition by notice in writing to the Council.

3.7. Viability

An agreed financial working model is to be annexed to the Development Agreement (Model Appraisal) for the purposes of satisfying the viability condition. The agreed form of appraisal is to be updated by the Developer from time to time for approval by the Council.

Following satisfaction of all of the other Conditions, the Developer is to provide the Council with an updated form of the Model Appraisal in order to ascertain whether the Development is Viable. To be Viable, the Model Appraisal must demonstrate that the Minimum Return, for the Developer, of 15% on Development Costs (excluding the Bus Interchange Funding Contribution or the Car Park Funding contribution and any other funding for the Development provided by the Council), has been achieved immediately following the satisfaction of all the other Conditions. The Developer may waive this condition by notice in writing to the Council.

3.8. Pre-letting

The Developer entering into unconditional agreements for lease (or an agreement which is conditional only on the Development Agreement becoming unconditional save for satisfaction of the pre-letting condition) for 45% of the commercial floor area and the cinema. Except in the case of the cinema pre-letting, the Developer may waive this condition. The lettings to be carried out in accordance with an agreed marketing strategy, and the proposed tenants are subject to the Council's approval.

3.9. Funding

The Developer entering into a Funding Agreement with a Funder (being a bank, insurance company, pension fund or other reputable investor approved by the Council acting reasonably) for the provision of finance in amounts and subject to conditions and otherwise on terms satisfactory to the Council acting reasonably, for the carrying out and completion of the Development. The Developer shall produce a strategy for satisfying this condition, for the approval of the Council acting reasonably, within 3 months of the date of the Development Agreement. The Developer shall implement the strategy in accordance with its terms. The Developer may waive this Condition (with prior approval of the Council acting reasonably).

4. Extension of Target Date

The Target Date may be extended to allow for delays due to an undetermined application or legal challenge, or delays to the decision of the Secretary of State or the making of a Closure Order. However there is an absolute longstop date of 5 years from the date of the Development Agreement.

5. Development obligations

5.1. The Developer is to construct the Bus Interchange in accordance with all plans, specification and other matters required/ previously approved by the Council and

the Council's project manager, and deliver the Bus Interchange to the satisfaction of the Council ready for immediate operational use by [date tbc].

- 5.2 Subject to the Developer meeting the requirements outlined in 5.1 above the Council will pay the Bus Interchange Funding Contribution.
- 5.3. The Developer must ensure that the existing bus station is maintained and fully operational at all times pending the completion and opening for operational use of the Bus Interchange.
- 5.4. The Developer is to make up any shortfall between the cost directly associated with the provision of the Bus Interchange and the Bus Interchange Funding Contribution.
- 5.5. The Developer is to commence the Development within 6 months of the Unconditional Date and complete the Development by the date shown in the agreed Programme subject to extensions of time for events outside the Developer's control and which would entitle a contractor to an extension of time under the building contract.
- 5.6. The Developer is to construct the Car Park in accordance with all plans, specification and other matters required/ previously approved by the Council and the Council's project manager, and deliver the Car Park to the satisfaction of the Council ready for use by the public.
- 5.7. Subject to the Developer meeting the requirements outlined in 5.6 above the Council will pay the Car Park Funding Contribution.
- 5.8. Prior to commencing the Development, the Developer is to hoard the boundaries of the Site and take measures to protect any legally enforceable rights of third parties over the Site (to the extent that the same have not been overridden or varied by agreement).
- 5.9. During the carrying out of the Development, the Developer is to ensure that minimal disruption is caused to the areas occupied by the Retained Tenants so that those Retained Tenants are able to continue their businesses without disruption or without breach of the terms of their leases. The Retained Tenants are BHS, Santander and Wetherspoons who are to remain in occupation either for the duration of their existing lease or pending termination by the Developer or relocation within the completed Development (if any).
- 5.10. The Developer is to carry out the Development in accordance with the usual standards and procedures required for developments similar to the Development. A site licence to enter to carry out the works will be given to the Developer on the Council's standard terms.
- 5.11. The Developer is to take all ground and environmental risk in respect of the Site and indemnify the Council in respect of this.
- 5.12. The Developer will be responsible for implementing an employment, training and skills plan in line with their tender proposals.

- 5.13. The Council shall have a right to inspect the Site at intervals throughout the carrying out of the Development and serve notice of any defect or failure to comply with the terms of the Agreement on the Developer.
- 5.14. The Developer will be obliged to maintain any roads, footpaths and services forming part of the Development until such time as they are adopted.
- 5.15. The Developer shall be responsible for remedying any defects which arise following completion of the Development (or any part thereof), for a limited period.
- 5.16. Final sign-off of the Development following practical completion will be triggered by service of a notice by the Council that they consider the Development complete in all material aspects following certification under the terms of the building contract.

6. Variations

- 6.1. Material variations to the Development are not permitted without the Council's consent. The Council is entitled to withhold its consent where the proposed variation would result in the removal or variation of any of the elements set out in paragraph 2 above.
- 6.2. The Developer cannot make any material alteration to the development programme without the consent of the Council, and is to keep the Council advised of delays or anticipated delays. The Development Agreement provides for the usual extensions of time in respect of force majeure.

7. Sub-contracting arrangements

- 7.1. The Developer is to use a competitive tendering process to identify contractors/sub-contractors, obtaining three quotes on the basis of a detailed specification. If the Developer wishes to use its own connected contractors the cheapest of the three tenders would be used to benchmark a price for the connected contractor.
- 7.2. The Developer is to appoint a building contractor (to be approved by the Council) to carry out the Development. The building contract shall be on terms which would be acceptable to a prudent developer acting reasonably and properly and shall incorporate such other requirements as the Council reasonably requires including the provision of an institutionally acceptable warranty to the Council and, where reasonably required by the Council, a construction bond.
- 7.3. All members of the professional team having a responsibility for design (including any sub-contractors) are to provide the Council with an institutionally acceptable warranty in a form acceptable to the Council prior to the commencement of any works on Site.
- 7.4. The Developer is to ensure that any contractor they appoint for asbestos related works e.g. removal, encapsulation, must be licenced by the HSE, and a member of ARCA (Asbestos Removal Contractors Association) or ACAD (Asbestos Control & Abatement Division). The Council may appoint its own UKAS accredited asbestos consultants for undertaking monitoring works and clearance.

8. Grant of building lease

- 8.1 The Council is to grant the Developer a long leasehold interest of the Site once the development has been completed.
- 8.2 The Developer will pay a premium of £100,000 (plus vat) for the grant of the lease. It will also pay an annual ground rent of £200 (plus vat) per annum.
- 8.3. The Council may opt to omit the Bus Interchange site from the head lease or alternatively take a long sub lease (term coincidental with the head lease). The Council acknowledges that whichever option is exercised, this should not materially fetter the developer's ability to fund the development. The Council and/or its appointed provider will operate the Bus Interchange and contribute a service charge towards maintenance of any shared facilities within the Development.
- 8.4. The Council may opt to omit the Car Park site from the head lease or alternatively take a long sub lease (term coincidental with the head lease). The Council acknowledges that whichever option is exercised, this should not materially fetter the developer's ability to fund the development. The Council and/or its appointed provider will operate the Car Park and contribute a service charge towards maintenance of any shared facilities within the Development.

9. Insurance and Indemnity

- 9.1. The Developer shall take out material damage and public liability insurance in respect of the Development and the Site from the date of entry (sums to be agreed by the Council) and shall be responsible for reinstating any damage caused.
- 9.2. The Developer will indemnify the Council in respect of losses arising out of the carrying out of the Development, the use of the Site or in respect of any breach by the Developer of its obligations.
- 9.3. The Developer will indemnify the Council against all liabilities, expenses, costs (including but not limited to any solicitors' or other professionals' costs and expenses), claims, damages and losses suffered or incurred by the Council and/or any of the Retained Tenants located on the Site arising out of or in connection with the development of the Site or any breach of any of the terms of the Development Agreement, or any act or omission of the Developer or their respective workers, contractors or agents or any other person on the Site with the actual or implied authority of any of them.

10. Assignment

- 10.1 The Agreement will contain change of control restrictions to ensure that the Developer retains its essential identity and skills base. The Developer will only be permitted to assign the Development Agreement by way of a legal mortgage to the Funder for the purpose of raising finance and subject to the terms of the Development Agreement.

11. Termination

- 11.1. Either the Council or the Developer may give notice to terminate the Development Agreement by not less than 1 month's notice in writing if any one or more of the Conditions has not been satisfied or waived (where appropriate) by the Target Date (30 months from exchange) or where the Planning Application has not been submitted by the date that is 12 months from the date of the Development Agreement and the Development Agreement will terminate at the expiry of the notice unless all of the Conditions have been satisfied by that date, or the Planning Application has been submitted (as appropriate).
- 11.2 Subject to paragraphs 11.3 and 11.4, the Council may terminate the Development Agreement on material breach that is not remedied following service of notice; on insolvency of the Developer or any guarantor; and, if the Development is not commenced within 9 months of the Unconditional Date or is not completed by the relevant date stated in the Programme (as the same may be updated from time to time in accordance with the terms of the Development Agreement). The Council will first serve notice on any Funder allowing them to step-in and remedy any breach.
- 11.3. In the event that the Development Agreement is terminated, the Council will require the ability to take forward the redevelopment of the Site (or the remainder thereof) with another developer. The exercise of termination rights will be suspended where any approved interested party (such as a Funder) steps in to complete or procure the completion of the Development and provides the Council with a deed of covenant in a form acceptable to the Council.
- 11.4 The Development Agreement will provide for the following on termination:
- (a) a right for the Council to recover its reasonable costs of remarketing and/or exercising the right of step in within 12 months of the termination date;
 - (b) a right of step-in for the Council including the assignment of the building contract (with the Developer paying any then outstanding sums);
 - (c) a right for the Council to use the planning permission, drawings and technical data relating to the Site free of charge.

12. Overage

- 12.1 Profit in excess of the Minimum Return is to be shared on an equal basis between the Developer and the Council.

13. Steering Group

- 13.1 The Development Agreement will provide for the formation of a steering group, a formal regime of meetings and agenda setting to regulate the relationship between the Council and the Developer.

14. Disputes

- 14.1 Disputes arising out of the terms of the Development Agreement shall be referred to an independent expert for determination.

15. Guarantor

- 15.1 The Guarantor will covenant to observe and perform the Developer's obligations under the Development Agreement and indemnify the Council in respect of any breach.

16. Saving of Statutory Powers

- 16.1 The Development Agreement will record that the Council is entering into the Development Agreement as landowner only and that actions of the Council under the terms of the Development Agreement (for example, in approving plans) shall not fetter the powers of the local planning and highway authorities.

Appendix 6

Summary of Council Obligations in relation to the Development Agreement

The following are the Council's material obligations in the Development Agreement:

- 1 The Council is to comply with obligations to be set out in a decant protocol.
2. The Council is to:
 - (a) use all reasonable endeavours to acquire, extinguish or otherwise render ineffective any third party interests over the Site or to appropriate such land so as to come within the provisions of section 237 of the Town and Country Planning Act 1990;
 - (b) use all reasonable endeavours as land owner to assist with any application for any Stopping Up Order as made by the Developer; and
 - (c) release or procure the release of any rights, covenants and other interests over the insofar as it has the right to do so and provided that such release would not put the Council in breach of any obligation to a third party or parties.
3. The Council is to grant the Lease to the Developer at the appropriate time.
4. Following the grant of the Lease to the Developer, the Council shall (in its capacity as freehold owner) enter into any planning agreements with any relevant authority, statutory undertaker or utility company as are required in relation to the satisfactory planning permission or to enable the provision of or adoption of any infrastructure in respect of the Site to which the Lease relates.
5. The Council is responsible for site security in respect of the Site up to the date the Council grants a Licence or Lease to the Developer.
6. Subject to the Developer complying with the related provisions below, the Council will allow the Developer and its contractors and consultants with or without requisite plant and machinery such access by way of licence to that part or parts of the Development Site as are not built upon (meaning that there are no buildings on it) at the relevant time to carry out such reasonable tests surveys and investigations as the Developer reasonably requires in order to assess the suitability of the Site for the Development.
7. The Developer is to give the Council at least five Working Days' prior written notice of the need to exercise this right, specifying such parts of the Site to be accessed and the estimated length of licence period required. The parties are then to agree a date for access and the length of the licence period.
- 7.1 When exercising such rights of access, the Developer shall:
 - (a) comply fully with the reasonable requirements of the Council in respect of health and safety, noise and nuisance at all times;

- (b) carry out such tests, surveys and investigations with all reasonable due diligence and care and cause as little disturbance and inconvenience as is reasonably practicable;
 - (c) once the tests, surveys and investigations are completed, unless the Council agrees otherwise (acting reasonably) procure the restoration of the Site affected to the same state and condition as it was prior to the carrying out of such tests, surveys and investigations including the removal of any plant, machinery, materials, excavated waste and rubbish which is on the Site; and
 - (d) unless otherwise agreed by the Council (acting reasonably) to make good all damage caused to the Site to the satisfaction of the Council (acting reasonably) including the back filling and making good of any boreholes, trial pits or other excavations.
8. The Developer indemnifies the Council against all losses, damages, costs and expenses arising as a result of the exercise by the Developer of this right (save where the losses, damages, costs or expenses arise from the default or negligence of the Council).
9. At the request of the Developer, the Council is to provide all reasonable assistance and support to the Developer as reasonably necessary to facilitate the planning application and application for the stopping up orders. However, the Council shall not be required to do anything which would affect the rights, powers and obligations of the Council or fetter the discretion of the Council in the exercise of its functions as a local authority.

Cheshire East Council

Cabinet

Date of Meeting:	12 th September 2017
Report of:	Executive Director Place
Subject/Title:	Future Accommodation for Cheshire Archives
Portfolio Holder:	Councillor David Brown, Highways and Infrastructure

1. Report Summary

1.1 Cheshire Archives and Local Studies (CALS) is a shared service of Cheshire East Council and Cheshire West and Chester. The requirement to relocate the Archives and Local Studies Service has been recognised by both authorities and a new future service delivery model agreed (Shared Service Joint Committee September 2016). The model sees two new history centres being established in Chester and Crewe. This will deliver improved access to and conservation of, unique and irreplaceable collections, improved service delivery, extended online services and a more extensive activity and event programme. This paper sets out the current position, the scope and timeline for this project and seeks approvals that will enable the project to progress. There is a parallel process taking place in Cheshire West and Chester (CWaC).

2. Recommendation

It is recommended that Cabinet:

- 1 Approve the proposed vision for a new History Centre in Crewe.
- 2 Approve applications for funding to support the project including the application to Heritage Lottery Fund for Cheshire Archives and Local Studies.
- 3 Approve the proposed Terms of Reference for governance of the project.
- 4 Approve Shared Services Joint Committee making all necessary decisions to deliver the project within agreed budgets.
- 5 Agree that the 'Old Library' site in Crewe is selected for a new History Centre.

- 6 Note the proposed timescale for the project.
- 7 Note the capital costs required to delivery this project including costs of demolition.
- 8 The above recommendations are made subject to Cheshire West and Chester Council's Cabinet on 13th September 2017 approving the proposed Terms of Reference for the governance of the project.

3 Other Options Considered

- 3.1 Doing nothing has been discounted by both Councils as it would lead to losing the accredited status of the service; resulting in financial penalties, reputational issues for both Councils and non-delivery of statutory functions.
- 3.2 Following an extensive site selection process in Cheshire East and West a number of potential sites were short-listed for consideration in Crewe and Chester. These have been further addressed, following independent feasibility work and site selection exercises.
- 3.3 Governance models have been discussed with Legal and Finance in both Councils. The proposed model has been agreed by all members of the project team.

4 Reasons for Recommendation

- 4.1 The need to find a replacement facility for the current Record Office in Duke Street, Chester, has been recognised by elected members from both authorities and is a key recommendation arising from the National Archives Accreditation report from November 2015.
- 4.2 Since 2012 work has been carried out on building a detailed understanding of the requirements and potential costs of replacement archive facilities.
- 4.3 A recent site selection exercise carried out by Halliday Meecham Architects has recommended the 'Old Library' site as the preferred site for a history centre in Crewe. The report concluded that "The Library site has many of the advantages and few of the disadvantages of the other sites". An analysis of the pros and cons of each of the three sites considered is attached at Appendix A
- 4.4 In order to progress this project, both Councils have agreed a shared vision (Shared Services Joint committee January 2016) for the service and have developed a project plan to move this forward. In addition, a 'vision' for a History centre has been developed to articulate the delivery of the shared vision for the service (Appendix B). Specifically in respect of Crewe, the History Centre will be an important, transformational aspect of Crewe's regeneration, which will provide a statement of confidence in the town's future, rooted in the strength of its heritage. It

will provide another 'anchor' for regeneration and help increase footfall in an area with nearby civic, cultural and leisure facilities.

- 4.5 The Councils are eligible to apply for Heritage Lottery Funding for both the development phase and the build phase. The process being followed is that recommended by HLF for projects of this scale. 'Stage one' involves gathering all the basic information required about the project ie. the what, when, where and how. It is not expected at this stage that applicants have all the information in a great deal of detail. If successful at stage one, the detail is then developed during the development phase. Following this, a 'stage two' application is submitted which is a detailed business plan and project plan. If successful at this stage then building can begin.
- 4.6 The stage one application is currently being developed, with a number of separate pieces of work being commissioned to inform the bid. This stage is fully funded within the current Capital programmes of both the Council and CWAC.
- 4.7 Terms of reference for the project have been developed in order to establish a decision making processes. Although developing two History centres, this is one project requiring an overarching project management and decision making framework. However, it is essential that decision making and procurement processes of both Councils are met. The terms of reference which have been developed set out to achieve this, whilst ensuring that appropriate delegations are made to ensure that the process is not unnecessarily burdensome and complex.

5 Background/Chronology

- 5.1 In September 2016 the Shared Services Joint Committee endorsed the proposal to develop 2 new history centres based in Crewe and Chester. A Vision for a history centre, including the aspects specifically related to one based in Crewe, is attached at appendix B.
- 5.2 Public consultation in 2014 tested preference of a number of locations around the County. From this, Crewe and Chester were approved by both Joint Committee as locations for the centres with a number of potential sites identified in accordance with criteria agreed by Joint Committee. Further engagement with existing and potential users will be undertaken as part of the development phase for this project as well as being part of Masterplanning and town centre regeneration plans for Crewe.
- 5.3 These were subject to a feasibility study which tested the appropriateness of each and from this recommendations were made for 3 potential sites on the East and 3 further potential sites in Cheshire West and Chester. In Crewe, the three sites investigated were; Municipal Buildings, the 'Old Library' site and the Police Station site.
- 5.4 The Joint Committee in September 2016 recommended a two centre solution. This was the result of extensive discussions between members

and officers in both authorities, taking account of the result of previous consultation and options analysis work. As a result of this it was agreed that Chester and Crewe should be the focus of a vision for service delivery.

5.5 A History Centre would be created in Chester which would house the bulk of the archive, facilitating storage, conservation and research needs in one place. The case for this to be in Chester takes account of the city's long standing relationship with the delivery of the service and takes account of feedback from existing users in the 2014 consultation. It provides a natural, logical home for the service given the city's long history as the seat of county government. The centre would be an access point for people to do research, view exhibitions connected to the history of the county and its people and attend events and workshops. It would be the base for most staff and volunteers together with specialist functions such as digitisation and conservation. It would also be the home of the county-wide Local Studies collection.

5.6 The second History Centre would be based in Crewe. The centre would reflect the story of Crewe and its locality in addition to housing material related specifically to the East of the county. This centre would have a programme of curated exhibitions, a large special collection (including Local Studies material relating to the East of the county), digital access through a bespoke digitisation programme, local newspapers and photographs, access to archives from the other centre for projects and exhibitions, and space for staff and volunteers. In addition it will house a large gallery / exhibition space for use not only by Archives but to host cultural exhibitions of local, national and international interest. The 2014 consultation identified that Crewe had the greatest potential to attract new audiences. A vision for a History Centre is attached at appendix B

5.7 The centre in Crewe is also a potential home for the Family History Society of Cheshire, which has a long-standing relationship with the Archives service and is seeking new premises. This would give access to the Society's collection of copies of genealogical material and to their expert knowledge.

5.8 The History Centre in Crewe would also store and give access to railway/engineering company archives for research purposes. The railway archives held by the service are a nationally significant collection and Crewe is unique in Cheshire in there being archives which relate to an activity which so define a particular place and which activity was instrumental in the creation of that place. Placing them in Crewe would increase the use of these archives and complement the proposal to create permanent and temporary exhibitions, space for workshops and activities, etc. The railway company archives could sit alongside the LNWR Society's own (community) archive and for example, a range of activities for schools could be run relating to the history and development of Crewe.

5.9 Both centres would provide digital access to family and local history, access to film and sound archives, have facilities to support community history

projects including space for their collections, space for public art, performance and digital installations which tie the service closely to the wider cultural offer in that area. Each centre will also have space for talks, events and activities such as workshops with schools.

5.10 A site selection process has now been undertaken by independent consultants in accordance with the requirements of the facility. A similar exercise has taken place for Chester. Sites in Crewe were identified through discussions which took into account; The council’s regeneration priorities, Crewe Masterplanning processes, the Council’s Cultural Framework and the views of key stakeholders.

5.11 In Crewe, the three sites investigated were; Municipal Buildings, ‘Old Library’ site and the Police Station site. The recommended site is the ‘Old Library’ Site. Any future regeneration of the ‘Old Library’ site will require demolition of the current building. A decision regarding demolition of the current site will therefore be required in order to facilitate this project.

5.12 A full project plan is being developed and an indicative summary is below:

Stage 1 Application Preparation	
Activity planning (procurement to completion)	July-Dec 2017
Digital engagement	Aug-Dec 2017
Exhibition and installations	Aug-Dec 2017
Funding bid development	Aug 2017-Feb 2018
Building design work	Oct 2017-Jan 2018
Sites confirmed and allocated	Sep 2017
Business planning	Oct-Dec 2017
MOU for project agreed	Nov 2017
Cost plans development	Nov 2017-Jan 2018
Development stage briefs and job descriptions	Sep 2017-Jan 2018
Funding bid submitted	Mar 2018
HLF Decision	June 2018
Stage 2 development phase	Autumn 2018 – Summer 2020
Stage 2 HLF submission	Summer 2020
HLF Decision	Autumn 2020
Build phase	Winter 2020 – Summer 2022

This essentially breaks down into three distinct phases of work; Preparation of stage one application, stage 2 development phase and build phase.

6 Wards Affected and Local Ward Members

6.1 This report relates to Shared Services that operate across both Cheshire East and Cheshire West, so all wards are affected in both Councils. However there will be a specific impact on central Crewe and Chester wards due to the locations of the History Centres.

7 Implications of Recommendation

7.1 Policy Implications

The project specifically supports Council objectives 1, 2, 3 and 5. Developing a history centre in Crewe will contribute to the Councils Quality of Place agenda, to Masterplanning and to town centre regeneration plans for Crewe. It will also assist delivery of the Council's Cultural Framework and Cultural Priorities and the developing Skills and Employment Strategy. The project helps to align cultural and visitor economy activity to contribute to the success and quality of the priority regeneration areas.

7.2 Legal Implications

The project team includes representatives from Legal and Finance in both The Council and CWAC. Terms of reference have been produced to guide the governance of the project. These will be reviewed once Stage 1 HLF funding is obtained as part of the development stage. Terms of reference are attached at Appendix C.

7.3 Financial Implications

7.3.1 The service will submit an application to the Heritage Lottery Fund (HLF) request additional financial support from the HLF for the project. This will provide additional funds to support the development phase and the build phase. At this time match funding from the Councils will need to be confirmed. It is currently anticipated that this will be in the region of £4.2m from each authority notwithstanding any significant changes. However, it is also anticipated that the capital receipt from the sale of the current Record Office in Duke Street, Chester, can be put towards delivery of the relocation project as part of the matched funding for a HLF grant.

7.3.2 A budget of £225k is included within the approved capital programme for the Option Development phase. The budget for the build phase, of which the Cheshire East contribution is currently £4.2m, is included in the addendum to the capital programme. At the stage where the business case is sufficiently developed and deemed to be affordable the Portfolio Holder for Finance and the Section 151 Officer will be asked to consider approval for the scheme to proceed and form part of the main capital programme.

7.3.3 The total cost of the scheme, currently estimated at £13m, will be included in the capital programme of both authorities.

7.3.4 The costs of demolition of the current building on the Old Library Site will need to be considered in addition to the capital build costs of this project. That cost is dependent on a decision as to which of 3 options for demolition is taken. These are currently estimated at between £800k and £1.9 million (dependant on specification and scope of works), in order to realise the regeneration potential of this site. Accepting that these costs may be required anyway in order to re-develop the sit, this would take the total investment to between £5m and £6.1m.

7.3.5 Opportunities for other external funding will be considered and taken forward where relevant. Revenue costs for the proposed way forward will be established as part of the development phase.

7.4 Equality Implications

An Equality Impact Assessment was carried out in April 2014 when public consultation over potential locations for the service was undertaken. Active engagement with existing and potential audiences for the service will be critical to the success of the service in the future and this will be central to the external funding bid, with an outline Activity Plan being written in support of the bid which will also inform the design of the history centres.

7.5 Rural Community Implications

The proposal will allow for easier access to archive collections relating to the County's rural and urban heritage, improving access for Cheshire East communities.

7.6 Human Resources Implications

All staff within the Archives and Local Studies shared service are employees of CWaC as the host authority. All staff are being kept informed and being consulted as part fo the project development, which will continue throughout the project. The project will also extend volunteering opportunities.

7.7 Public Health Implications

There is potential through the development of a history centre in Crewe to engage positively with public health outcomes, particularly through working with people with mental health issues and dementia. For example, this may be by providing volunteering opportunities, skills development and pathways into work, or though project work inspired by the archives.

7.8 Implications for Children and Young People

The vision for the history centre describes the audience demographic which will be targeted. This includes schools, for whom there will be improved education facilities and outreach. Young people will benefit from increased connections to employers in the area and informal education and skills

development opportunities. Young people are already being engaged in the scheme through a Heritage Lottery Funded project, which involves them researching archives relating to Crewe Town Centre and interpreting them through the media of MineCraft.

7.9 Other Implications

The building will be designed to high environmental standards to reduce impact on the environment and to reduce running costs.

8. Risk Management

We are maintaining a full risk log using the corporate risk management template. The following table provides a short summary of key risks:

Risk	Impact	Mitigation
Do nothing	<ul style="list-style-type: none"> - Loose accreditation from The National Archives - Reputational damage to the authority - Financial implications 	There is a joint CEC and CWaC Project team in place to support the application to HLF for developing this project further.
Preferred Crewe site not approved	<ul style="list-style-type: none"> - Financial implication - Time implication 	A comprehensive feasibility study has been carried out, which has resulted in the recommended site.
Project timescales – submission of HLF bid by February 2018	<ul style="list-style-type: none"> - Reputational damage to the authority if we are unable to submit our HLF application 	There is a joint CEC and CWaC Project team in place to support the application to HLF for developing this project further to reduce the financial burden on the authority and in turn Residents.

9. Access to Information/Bibliography

Background papers relating to this report can be inspected by contacting the report writer.

10. Contact Information

Contact details for this report are as follows:

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Appendix A

Advantages and Disadvantages of Sites Considered in Crewe

1. Municipal Buildings (including Market Sheds area)

Advantages	Disadvantages
The site is in the centre of Crewe, within the regeneration zone	The site is tucked away behind the main building line and Market Hall and would not have the desired impact on the public spaces and architectural environment of Crewe town centre that is aspired to
Locating the Crewe History Centre on this site would put it with Crewe's most prominent heritage assets, i.e. the Municipal Building and Market Hall	The existing building is Listed by dint of being attached to the Municipal Building, listed building consent would need to be obtained for the new works, and may incur additional cost
elevate the status of both buildings	The new building would preferably be linked to the Municipal Building, forming a level route would be problematic
The site is owned and controlled by Cheshire East Council	Linking the new building to the Municipal Building would necessarily be with a long, thin length of building, which would be inefficient
The new building has the potential to create a new public space behind the Municipal Building and Market Hall, linked to Lyceum Square	The Eastern façade would join the Vernon Way and Railway noise pollution zones and attention would need to be paid to acoustic insulation when considering ventilation systems
The existing offices are 3 storeys high so there should be no issue about the height of the new building	The Municipal Building offices are currently occupied, which will incur relocation costs and may delay the programme
By its nature, linking the new Crewe History Centre to the Municipal Building would provide co-location with other partners or compatible services	Estimated services loads for the Museum building and services indicate upgrades will be required. Electrically there will be a need for a new substation as the estimated new building load exceeds 500kVa.
	The listed status of Municipal Buildings would impose limitations with regards to mechanical and electrical servicing
	Access for future service vehicles is constricted
	Access for construction is constricted

2. Old Library Site

Advantages	Disadvantages
The site is in the centre of Crewe and in the centre of the regeneration zone	The existing basement car park headroom is insufficient for a building, so either needs to be demolished, or retained as parking
The site is owned and controlled by Cheshire East Council	The Archive Service has stated that they do not want a basement for archive storage
The site is prominent, facing the Municipal Building across Memorial Gardens, with the desired pedestrian routes each side of the site	The existing podium also forms an access to the Law Courts. Access to the Law courts will need to be maintained during construction and reformed in the final design
The building is currently vacant	The existing podium acts as a barrier to the pedestrian links through the regeneration area to the East of the site on the north/south axis
The development of the site could create/reinforce pedestrian and visual links through the regeneration area north/south axis	Loss of town centre parking spaces
The Library site is the most prominent, with facades to the North, West and South	Estimated services loads for the Museum building and services indicate upgrades are required. Electrically there will be a need for a new substation as the estimated new building load exceeds 500kVa
The new building has the potential to create a new public space to the Law Courts to the East, Christ Church Tower and Crewe Lifestyle building to the South	
The existing library are 3 storeys high including a semi-basement so there should be no issue about the height of the new building	
There is sufficient area on site for co-location with other partners or compatible services. It would be adjacent to Crewe lifestyle and the library services within	
Access for future service vehicles is good	
Access for construction is good	
The site is away from the noise pollution zones	

3. Police Station

Advantages	Disadvantages
The site is in the centre of Crewe and in the centre of the regeneration zone	The site is tucked away behind the library and Law Courts and would not have the desired impact on the public spaces and architectural environment of Crewe town centre that is aspired to
The Police Station site would have prominent façades to the West and South	The site is not owned or controlled by Cheshire East Council
The new building has the potential to create a new public space to Christ Church Tower to the East and Crewe Lifestyle building to the South	The Police Station is currently occupied, which will incur relocation costs and may delay the programme
The existing Police Station is 5 storeys high so there should be no issue about the height of the new building	The site is away from the main pedestrian route along Prince Albert Street as a pedestrian route past the Law Courts would not be developed by this proposal
There is sufficient area on site for co-location with other partners or compatible services. It would be adjacent to Crewe lifestyle and the library services within	
Access for future service vehicles is good, and potentially the best of the three sites under consideration	The Eastern façade would join the Vernon Way and Railway noise pollution zones and attention would need to be paid to acoustic insulation when considering ventilation systems
Access for construction is good	Estimated services loads for the Museum building and services indicate upgrades are required. Electrically there will be a need for a new substation as the estimated new building load exceeds 500kVa

Appendix B: A History Centre – a Vision for the Future

Background

Cheshire Archives and Local Studies (CALS) is a shared service of Cheshire East Council and Cheshire West and Chester. It has been based at the Cheshire Record Office in Duke Street, Chester since 1986, having previously been at Chester Castle since 1948. The current Record Office is a converted 19th century warehouse. It was designed to be occupied for 10 years when it was converted in the mid 1980s and it is now full, with storage dispersed across the county.

Critically, the Record Office is also no longer suitable for the storage of archives. The correct environment for the long term preservation of archives cannot be maintained in about 40% of the building and permanent damage to the archives is increasingly likely, with action on resolving this becoming urgent. In addition, accommodation for staff, volunteers and public falls below current expectations and its suitability is being questioned on health and safety grounds. Access no longer meets current expectations and needs and, although the digitisation of Cheshire's archives has made considerable progress, the huge potential for more and a wider range of people across the county to engage with this unique part of Cheshire's history, is difficult to realise within the current facilities.

The service secured Accredited Archive Status in 2015, with very positive feedback about its vision for the future of the service, but with the proviso that definite steps must be made towards securing new premises to ensure long term preservation of the archive collections and to enable to delivery of the vision for the service.

This is, however, an opportunity to envisage a new type of service, in which the archives are well-managed in suitable storage, for current and future access, and in which many more people can access the archives in all sorts of different ways. Elected members in both authorities approved the development of a delivery model for the service which sees two 'history centres' in Chester and Crewe, which will help to deliver this goal. The service can engage a much wider audience, supporting health and wellbeing, learning and regeneration programmes, and bringing this unique part of Cheshire's story to life.

Archives Service Vision

A 10-year vision for the service, which was approved by elected members from both Councils in 2016, sees CALS:

- Having secured new facilities that are inspiring and accessible to visitors, which provides access to collections and with space for staff, volunteers, collections and future growth
- Using Information Technology to bring the collections closer to people
- Reaching more and a wider range of people through new activities and opportunities both on-site and around the county.

- Having increased and diversified funding, including commercial activity, putting the service on a more sustainable basis.

The vision for the service is: ***'Easy Access to Histories. Collecting evidence of Cheshire's communities lives, past and present'***. Central to this vision is a) the need to provide new premises for the service, its activities and the collections, and b) bringing collections closer to people.

The vision seeks engagement with new audiences and collecting archives which reflect this. It will be delivered through digital engagement and personalisation of services and cultural engagement through collections partners and volunteers, (including 'remote' volunteers via internet and in libraries), can help to extend, deliver and add value to services offered.

The History centres project will help to deliver the service vision. This project will:

1. Establish two new history centres, in Chester and in Crewe:
 - The centre in Crewe will focus on access and engagement, housing material archives of direct relevance to the area and its history and is part of a larger regeneration programme that will breathe new life into the town.
 - Chester will both provide access and engagement, but also provide storage for archive and local studies collections from across the county.
2. Present the collections in different and more engaging ways. We want to work with artists, museum curators and others to tell stories from Cheshire's past and make those parts of the service which tend to be hidden (e.g. our stores) more visible.
3. Deliver a range of activities that bring the collections to a wider range of people. Learning, digital and community engagement programmes will be targeted at specific audiences, and we will undertake detailed audience development work to establish which audiences these will be and in what way they want to engage with the service.
4. Ensure that Cheshire's rich written heritage is preserved for future generations on behalf of our communities.
5. Improve satellite access points in libraries to tailor these to the needs of the local community.
6. Improve the quality of collections information and the platforms for delivering this to make collections discovery much easier.
7. Improve heritage skills within the wider community and for staff and volunteers. We have a track record of supporting and training people to deliver heritage projects that help to preserve the community memory.

8. Build on relationships developed through community engagement work to develop the collections, to increase their relevance to present-day Cheshire.

“The Panel commends the strength of your people-centred vision”
Archives Accreditation panel

Long term, this project is not just about the sustainability of the service as the home for Cheshire’s written heritage but an opportunity to ensure the service is thriving, meeting the needs of Cheshire’s residents and more closely embedded in learning or health and wellbeing programmes that demonstrate the enormous benefits that arise from engagement with the collections.

History Centres

One history centre, in Chester, would hold and provide access to the archives that relate to the development and government of the county and the story of its people as well as specific archives such as the Ecclesiastical archive of the Diocese of Chester. It would also be an access point for people to research, view exhibitions and attend events and workshops. It would provide digital access, access to film and sound archives, have facilities to support community history projects and be the base for most staff and volunteers together with specialist functions such as digitisation and conservation. It would also be the home of the county-wide Local Studies collection (printed and published material). This would probably represent the highest volume of records in the current collection, but their relationship with place seems a natural, logical home for the service given its long history as the seat of county government and as the home for its archives. Its location in Chester enables the easy sharing of collections for exhibitions, for example with Chester museums to tell the story of the city and the surrounding area.

A History Centre based in Crewe will present the heritage relevant to Cheshire East. That will include the town itself and its surrounding area, telling its story from its beginnings as a farming community, through the coming of the railways in the 1840s and 1850s when the town was established and into the 21st century, when it will be a key part of the regeneration opportunity for Crewe. This centre would have a programme of curated exhibitions of archives, a large special collection (including Local Studies material relating to the East of the county), digital access through a bespoke digitisation programme, local newspapers and photographs, facilities for research for community projects, occasional, supervised, access to archives from the other centre for community projects and space for staff and volunteers. It should also have space for talks, events and activities such as workshops with schools, access to sound and film archives and regular volunteer-run family history helpdesks. It could also have space for public art, performance and digital installations which tie the service closely to the wider cultural offer in that area, space dedicated to community-created exhibitions, space for community collections and live access to staff at the other service point for e.g. searches of electoral registers or council minutes

held there. Through this History centre the service could easily connect to, or be integrated with, other cultural partners as a key part of the wider cultural offer.

The centres will:

- Create new public spaces which are inspiring, accessible and welcoming. It will be a human, community space for residents and visitors.
- Allow heritage, innovation and creativity to combine with new technologies and entrepreneurial skills to deliver a future-focused, accessibly archive.
- Provide opportunities to interact with the unique collections more easily, working with complementary partners to do so.

““Ingenious ways of bringing records to life” “innovative new building” “busy, bright!”
Quotes from service users when asked what they want to see from a new facility

“Busy, bright!”

“innovative new building”

“More space for volunteers to work”

- Provide more public spaces for activities and which act as a base for audience engagement programmes to bring the service and the county’s rich history to a wider audience.
- Help people connect with the buildings and the collections in a way that enable people to feel a part of the stories being presented.
- Improve opportunities to support satellite access points in libraries and other places to tailor these to the needs of the local community.
- Bring archives alive and make the collections relevant to all generations, using digital technologies including sound and vision.



- Present the collections in different and more engaging ways, working with artists, museum curators and others to tell stories from Cheshire's past and make those parts of the service which tend to be hidden (e.g. conservation or archive storage) more visible and relevant.
- Reflect and explore the themes of Cheshire's history which are central to its identity e.g. salt, railways, canals, agriculture, family history.
- Create new collections storage to preserve these unique collections, including digital collections, for future generations, on behalf of our communities.
- Create new opportunities for providing improved access to additional relevant collections through working in partnership with organisations such as the family history society and LNWR Society.

*"Working with partners to promote and secure preservation and access"
Quote from service users when asked what they want to see from a new facility*

- Create improved spaces for staff and volunteers to work with collections to make them more accessible and allow increased numbers of volunteers.
- Improve heritage skills within the wider community and for staff and volunteers, building on a track record of supporting and training people to deliver heritage projects that help to preserve the community memory.

*"More space for volunteers to work"
Quote from service users when asked what they want to see from a new facility*

- Be built to a design which creates a high quality cultural and regenerative catalyst.
- Provide much needed gallery space for archives and related cultural exhibitions for use not only by Archives but to host cultural exhibitions of local, national and international interest.
- Through innovative use of technology engage people immediately as they approach and then enter the building. They will use external space creatively, projecting the story to a broader audience and be a positive addition to the townscape.



- Through a focus on digital technologies and engagement, provide hubs which would help develop skills and new opportunities for the creative and digital sector.



Transforming lives: Children, communities and wellbeing

A community engagement programme to bring the service and the collections to the wider community and to support community archives would be delivered by the service from the history centres and satellite centres. Audience development work will engage a wider range of residents across the sub-region. This is likely to include activities in schools and work to address particular needs within target groups. For example, the service will engage children in the rich and unique heritage of the area, working closely with Libraries who have a proven track record of working with young people. The service will build on the successful work to support people with mental health problems to enter the workplace, dementia support and skills development for young people. It will also build on innovative projects such as 'Crewcraft' which is engaging young people with local archives, giving an opportunity to learn about the heritage of their town to inform how they can play a significant role in designing the future of their town and share their interpretation of it in digital format through Minecraft. This illustrates the potential for improved access to Archives and Local History to allow people to discover their place in the past, present, future.

A catalyst for Crewe

Specifically in respect of Crewe, the History Centre will be an important, transformational aspect of Crewe's future development, supporting the Master Plan, and which will have a positive impact on current and future generations. Over the course of the next 10 years Crewe will see unprecedented expansion and development providing a once in a lifetime opportunity to regenerate, enhance and improve the quality of place.

The proposed new History centre in Crewe will be:

- A catalyst for regeneration and a statement of confidence in Crewe's future, rooted in the strength of its heritage.
- The history centre will support putting Crewe 'on the map' as a cultural destination, bringing collections and stories to people in innovative ways.
- The centre will be an anchor for a 'cultural hub' that reaches out into the rest of the town and beyond, links with other cultural and leisure experiences and adds new offerings through gallery & exhibition space.
- It will be where heritage, innovation and creativity combine with new technologies and entrepreneurial skills to define a confident new future.
- It will be an economic and cultural hub, contributing to the Crewe master plan at the heart of the 'Constellation' northern gateway development zone that is creative, innovative, productive, and vibrant.
- It will become part of what will make Crewe a truly great place to live, work and visit:
-

Living in Crewe

- supports community cohesion
- innovation and high quality
- sustainable
- supports creative and digital media agenda
- pathways into work and development for young people
- strong sense of place and identity
- firmly rooted in heritage but does not dwell on the past
- attractive, stimulating environment
- plenty to do
- excellent opportunities for **all** – health, education, community

Working in Crewe

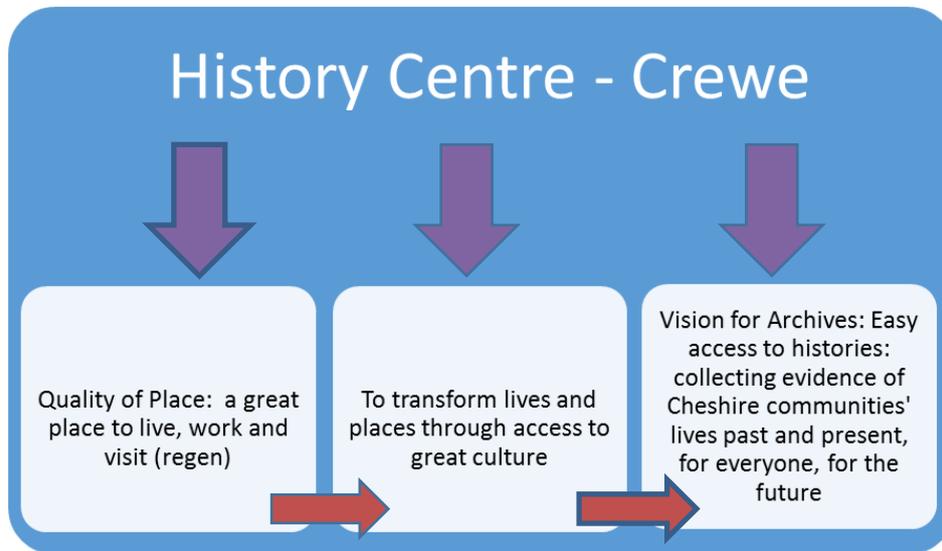
- developing a skilled workforce matched to needs of the growing local economy
- a high quality cultural infrastructure attracts a high quality workforce

Visiting Crewe

- a Cultural Hub
- world class design and architecture things to do and see

Wider policy implications

In addition to economic and regenerative opportunities, three themes combine to underpin a compelling vision for a new Crewe History Centre:



Quality of Place and the Cheshire East Cultural Framework

The vision for a history centre supports Cheshire East's Quality of Place agenda.

The quality or 'Distinctiveness' of a place contributes to the economic well-being of an area, offering characteristics that can hold it apart from its neighbours and competitors: this includes the cultural life of the area and its heritage. Studies have shown how innovators and entrepreneurs are attracted to creative, cultural, interesting places. One of the key delivery mechanisms of Quality of Place is the Council's Cultural Framework, adopted in February 2017. This framework sets out the Council's aims and objectives for, 'transforming lives and places through access to great Culture'.

Regeneration and the Crewe Master Plan

The history centre will contribute to master plan and town centre regeneration initiatives as part of a revitalised town celebrating culture and leisure. This will provide cultural offerings to create a place where people want to live, work and play as part of a strategy that helps to leverage new retail, educational, residential and. It will be an important new asset that injects new activity into the Town Centre as part of a wider mix of leisure and cultural offerings. It will become an important part of a sub-regional cultural centre, with exhibits which celebrate Cheshire's heritage. It will be central to the development of a civic and cultural hub in the town centre bringing together the new and the old as part of a vibrant area providing cultural, leisure and civic facilities.

A History Centre in Chester

Specifically in respect of Chester, the History Centre supports a strategic priority identified within the Chester Heritage and Visual Arts Strategy, adopted by Cheshire West and Chester Cabinet in March 2017:

“We will develop and invigorate the Archive creating new opportunities to engage with our social memory.”

In addition, the broader transformation of the Archives and Local Studies service will see the collections being used creatively and alongside Museum collections and the city’s built heritage to tell the story of the city and its communities, for the benefit of residents and visitors. As the vision for the Heritage and Visual Arts Strategy states,

“We will use Chester’s stories, traditions and visual arts to inspire and engage the community and its visitors through bold creativity informed by the riches of archaeology, the built environment, archives, museum collections, parades and ideas.”

The Heritage and Visual Arts Strategy is a clear and coherent approach for interpreting and presenting the city’s heritage and visual arts to deliver a world class offer that inspires audiences and visitors. It guides future development and projects allowing Chester to fully realise its true potential as a heritage city. The delivery of Heritage and Visual Arts projects in Chester needs to be coordinated and managed to maximise funding and delivery so a strategic approach to delivery is considered to be the most appropriate option. The Archives project and delivery of a new service and new history centre is an early phase of this strategic approach and supports the wider ‘cultural ecology’ of the city.

The Heritage Strategy was born out of the Cheshire West and Chester Cultural Strategy, which was adopted in 2015. The cultural strategy suggested key actions for each of the four regeneration areas, recognising that the different areas have distinctive cultural characteristics. For Chester it specifically suggested “Bringing coherence to the layered and varied heritage offer” and recommended that Chester Renaissance (now Chester Growth Partnership) and Cultural Services review these key cultural assets and aspirations and proposed heritage schemes accordingly.

This link with Chester Growth Partnership has been critical to the development of proposals for a new Archives service and a new history centre, ensuring that the proposals are linked strongly to the wider master-planning for the city and related regeneration (One City Plan).

Wider policy implications

For the history centre in Chester fostering links with its immediate community will be an important part of its success. The centre will be a base for activities which extend the range of services the Archives service provides and which engage a larger and wider audience, as set out in the vision for the service.

In this way the wider project and the history centre contribute to the Cheshire West and Chester Council's plan 'Helping the Borough Thrive' and its outcome targets for vibrant and healthy communities with inclusive leisure, heritage and culture opportunities.

The proposal also supports the Council's priorities in terms of

- being a great place to do business: the history centre will be part of a high quality 'cultural infrastructure', attracting a skilled workforce.
- People being well educated and skilled: both formal and informal learning opportunities will be available in the history centre, from young people to older people.
- Older people supported to lead fulfilled and independent lives: the proposal supports this by providing a welcoming space in which all people can pursue their heritage interests, volunteer and, through both, learn new skills and develop new interests.

August 2017

Appendix C: Archives Project - Terms of Reference

Senior Responsible Officer	Brendan Flanagan
Author	Sahar Kojidi
Version	4.3
Date last updated	23 August 2017
Distribution	Brendan Flanagan, Helen Paton, Katherine West, Paul Newman, Magnus Theobald, Ian Mason, Suzanne Antrobus, Heather Grove

This document outlines project organisation and operation.

The Archives and Local Studies Services is a joint service provided by Cheshire West and Chester Council, (as the Discharging Council), on behalf of Cheshire East Council, (as the Arranging Council), in accordance with an Administrative Agreement made between the two Councils on 1st April 2016.

The Archives project is jointly run between Cheshire West and Chester (CWaC) and Cheshire East (CEC) by a Project Board.

The Project Board will operate to the following principles:

1. This project will be run as a single project
2. There will be a single Senior Responsible Owner (SRO) across the project
3. Project resources will be shared between both authorities and there will be no 'lead' authority
4. The project will be documented using Cheshire East Council's standard project documentation
5. The existing Administrative Agreement for the Archives Service will continue to be used as a basis for future arrangements for the service as it outlines how the services recharges costs to CEC and CWaC and legal agreements currently in place. This will also form the basis of the principles for this project.
6. As host authority, Cheshire West and Chester will submit the external funding bids and act as the accountable body for the project in that regard.
7. There will be a Memorandum of Understanding (MoU) to cover elements not covered in the Terms of Reference (ToR).

Project Board

The Project Board consists of the SRO, the Senior User, the Senior Supplier and Project Manager. Only one person can be the SRO while both the Senior User and Senior Supplier's roles may be assigned to one or more persons.

The SRO owns the business case and is responsible for ensuring that the project delivers the benefits set out in the business case. The SRO is therefore the accountable decision maker subject to these terms of reference and the Project Board:

The Project Board has the following duties:

- To be accountable for the success or failure of the project
- To provide direction to the project and Project Manager
- To provide the resources and authorise funds for the project within the financial constraints as outlined within the project budget

- To ensure effective communication within the project team and with external stakeholders
- To endorse the actions of the SRO

Our project board will consist of the following:

Named person	Role	Responsibility
Brendan Flanagan	SRO	<p>Single point of accountability for the project.</p> <p>The SRO is responsible for developing the Business Case and ensuring value for money during the project</p>
Helen Paton	Senior User (Cheshire East Council)	<ul style="list-style-type: none"> • To specify the needs (requirements) of the Users that will use the project products • To liaise between the Project Board and the Users • To make sure the solution will meet the needs of the Users. • Represent CEC interests • Stakeholder management for CEC
Paul Newman	Senior User (Archives Shared Service)	<ul style="list-style-type: none"> • To specify the needs (requirements) of the Users that will use the project products • To liaise between the Project Board and the Users • To make sure the solution will meet the needs of the Users. • Represent Archives Shared Service interests • Stakeholder management for Archives Shared service. • Staff engagement
Katherine West	Senior User (Cheshire West and Chester Council)	<ul style="list-style-type: none"> • To specify the needs (requirements) of the Users that will use the project products • To liaise between the Project Board and the Users • To make sure the solution will meet the needs of the Users. • Represent CWaC interests • Stakeholder management for CWaC
Sahar Kojidi	Project Manager	Project management

Magnus Theobald	Project Manager (Capital works)	Project management (all capital works)
Karen Williams	Project Support	Project administration

Note - every effort will be taken to ensure that the Project Board Named Persons will remain consistent for the duration of the project but may be changed.

Project Board meeting arrangements:

- The Project Board will meet, normally monthly to discuss project progress, resolve/escalate risks and issues.
- The SRO and at least one Senior User must attend for the meeting to go ahead.
- Each quarter the Project Board meetings will be extended to wider services i.e. Communications; Legal; Procurement; Property and ICT as required.
- Agendas will be agreed by the SRO and will be released either by Project Manager or Project Support 5 days in advance of the meeting.

Portfolio Board

One Portfolio holder from each Council will be nominated by each Council. This group consists of project board members plus the portfolio holders. Currently those Portfolio Holders are:

- Cllr David Brown
- Cllr Louise Gittins

The role of this group is as follows:

- Work within framework set out by Joint Committee
- Discuss risks and issues which require strategic decisions
- To provide updates to Joint Committee
- Portfolio holders to keep respective administrations aware of progress and key decisions to ensure these are progressed in a timely manner and the risk of delays to the project are avoided
- Involvement of cross party liaison as required for major decisions

Portfolio board meeting arrangements:

- To meet monthly or at least once before each Joint Committee
- Discuss and escalate strategic issues and risks
- The Portfolio board will only be cancelled in the event that both portfolio holders and the SRO cannot attend
- Agendas will be agreed by the SRO and will be released either by Project Manager or Project Support 5 days in advance of the meeting.

Joint Committee

This group agrees the strategy for the Shared Service in accordance with the existing Administrative Agreement and currently consists of:

- Councillor Paul Bates (CEC)
- Councillor Peter Groves (CEC)
- Councillor Paul Findlow (CEC)
- Councillor Louise Gittins (CWaC)
- Councillor David Armstrong (CWaC)
- Councillor Paul Donovan (CWaC)

This group will:

- Have oversight of strategic direction for the project
- Set tolerances for project – cost, quality and time
- Monitor the progress of the project
- Make any changes to these Terms of Reference which are not major in nature

Joint Officer Board

All reports to Joint Committee must first be presented to this group for review and will support the project in accordance with the Joint Officer Board's Terms of Reference. The Joint Officer Board also delegates the day to day responsibility for the Project to the Project Board

Cheshire East Council

Cabinet

Date of Meeting:	12 th September 2017
Report of:	Frank Jordan, Executive Director - Place
Subject/Title:	Macclesfield Regeneration - Vision and Strategy
Portfolio Holder:	Cllr Ainsley Arnold, Housing & Planning

1. Report Summary

- 1.1. This report outlines the intent to adopt a vision and strategy document to guide Macclesfield focused regeneration activity, replacing the Macclesfield Town Centre Vision document of January 2014.
- 1.2. It proposes that the appended draft vision and strategy document be subjected to public consultation, and, post consultation, having regard to all relevant representations, that the document be finalised and adopted to provide a clear, unambiguous structure for prioritising and managing regeneration activity in Macclesfield Town Centre over the next 5 years.
- 1.3. The report outlines the reasoning behind the production of a refreshed vision and strategy document, and sets out how this will assist in revitalising Macclesfield Town Centre, to strengthen the resilience of the local economy, enhance the quality of place, and provide for the needs of the local community in line with the Council's 'Residents First' outcomes.

2. Recommendation

It is recommended that:

- 2.1. Cabinet approves the attached Consultation Draft of the Vision, Strategy, and Action Plan for the revitalisation of Macclesfield, for public consultation purposes.
- 2.2. Cabinet delegates authority to the Executive Director - Place, to authorise any necessary actions to finalise the document, and in consultation with the Portfolio Holder for Housing and Planning, to approve the final version of this document having regard to representations submitted through the public consultation process.

- 2.3. Cabinet delegates authority to the Executive Director - Place, in consultation with the Portfolio Holder for Housing and Planning, to take all actions necessary to progress and implement the delivery of the strategy, including making modifications to the Action Plans contained within the document, subject to any further business cases being made in the normal way for allocation of associated finances.
- 2.4. Cabinet authorises the spend of up to a further £400K from the existing approved Regeneration and Development Capital Budget to supplement the £1M already approved to enhance the public realm in the core of the Town Centre.
- 2.5. That Cabinet notes that a business case will be developed for capital investment in public realm enhancements in future years, so that it can be considered as part of the medium term financial strategy.

3. Reasons for Recommendation

- i. Approving the attached Consultation Draft of the 5 year Vision, Strategy, and Action Plan for the revitalisation of Macclesfield, for public consultation purposes.*
- 3.1. To improve the vitality and viability of Macclesfield Town Centre has been a long-standing ambition of the Council. Alongside Crewe Town Centre, Macclesfield Town Centre is a key area of focus for the Council's Regeneration Team for several reasons which are highlighted in the appended strategy document.
- 3.2. Officers across many teams within the Council are already working on a number of projects aimed at revitalising the town centre including: pursuing the delivery of an enhanced leisure offer in the form of a cinema led leisure development on Churchill Way car park, developing plans for a public realm enhancement scheme in the Primary Shopping Area, administering a shop front grant scheme, pursuing funding streams for the delivery of highway enhancement schemes as part of the Macclesfield Movement Strategy, and making Local Development Orders to facilitate in-town residential developments.
- 3.3. It is critical to ensure there remains a clear focus on the delivery of such ongoing projects, because as people see changes happening on the ground, confidence that Macclesfield is a place on the ascent will grow. However, in light of the continuing rise in internet retailing and downward economic growth revisions, it is also considered important that we look beyond these existing projects, to make longer term plans to support the continued revitalisation of the town centre and demonstrate our commitment to doing this through a publicly visible document.

- 3.4. Realistically, the Council cannot deliver the kind of uplift in the town centre that residents, members and officers want to see, working alone. Working collaboratively with other organisations, however, it is possible to effect significant positive change. Research suggests that organisations wishing to revitalise town centres are more likely to be effective, if they work with others to a shared vision, a clear agreed strategy, and an action plan with defined responsibilities for delivery.
- 3.5. It is therefore considered important that the draft document be subject to consultation, in particular allowing the Council to engage with other key delivery organisations, with a view to seeking: their support to endorse, support and share the Vision and Strategy it sets out; their input into the emerging action plans contained within it; and agreement on a mechanism for allowing key delivery organisations to effectively communicate and work collaboratively.
- ii. Delegation of authority to the Executive Director - Place, to authorise any necessary actions to finalise the document, and in consultation with the Portfolio Holder for Housing and Planning, to approve the final version of this document having regard to representations submitted through the public consultation process.*
- 3.6 This recommendation is included to avoid delays in adoption of a final document whilst ensuring a transparent, formal route to adoption.
- iii. Delegation of authority to the Executive Director - Place, in consultation with the Portfolio Holder for Housing and Planning, to take all actions necessary to progress the delivery and implementation of the strategy, including making modifications to the Action Plans contained within the document, subject to any further business cases being made in the normal way for allocation of associated finances.*
- 3.7 The Council have initial views on what additional activities should be explored as potential options for supplementing the existing range of regeneration activities focused on Macclesfield Town Centre and these are set out in the 'Potential Activities' sections of the appended draft strategy document.
- 3.8 It is important to recognise however, that town centres are complex places, operating in fluid economic, social and environmental contexts, with fragmented ownership, and multiple, often competing uses and users. Revitalising a town centre is consequently also complex and there is no tested recognised transferable approach. Whilst suggested potential additional activities have been set out, it is therefore key, that the Council are able to remain agile to respond as circumstances change and new evidence emerges, and have the scope to change the specific activities to be progressed accordingly.

3.9 The 'Potential Activities' set out in the strategy document, are not therefore, intended to be a rigidly prescribed action plan for the next 5 years, but rather an indication of the type and scope of projects to be explored and Cabinet is asked to support the principle of officers exploring the potential activities itemised, with a view to developing business cases for these activities for consideration as part of the normal budget setting process, whilst not excluding the potential for additional or alternative initiatives to be added and brought forward for consideration.

iv. *Authorising the spend of up to a further £400K from the existing approved Regeneration and Development Capital Budget to supplement the £1M already approved for works to the public realm in the core of the Town Centre.*

v. *Noting that a business case will be developed so that it can be considered as part of the medium term financial strategy for capital investment in public realm enhancements in future years.*

3.10 On 3rd May 2016 Cabinet approved the use of £1M capital to fund transformational public realm enhancements in the Primary Shopping Area of Macclesfield Town Centre, focused on Castle St, Exchange St and Mill Street. Since that time concept designs have been developed for the target area which indicate the limitations of a £1M budget when looking to bring forward transformational infrastructure projects. In order to bring the quality and scope of uplift to the public realm shown in the aspirational concept designs, across the target area identified, the high level costings suggest the total budget required would be in the order of £6M.

3.11 Any further allocation of such significant capital resources would clearly need to be progressed as part of the budget planning process with appropriate supporting business cases developed. However, the high-level costings suggest a figure of between £1.2M and £1.6 M would be sufficient to comprehensively upgrade one of the three target streets, and circa 400K exists within the existing wider Regeneration and Development budget for Macclesfield which could be used for this purpose.

3.12 Cabinet approval is therefore sought for the transfer of already approved capital within the same overarching budget line for this purpose.

4. Other Options Considered

4.1 Officers have considered proceeding without replacing the now outdated Macclesfield Town Centre Vision document of 2014, either leaving the existing document in circulation, or revoking it without providing a replacement.

4.2 The existing document gives outdated information regarding the Council's approach to revitalising Macclesfield Town Centre. Leaving it in place

without revoking it is likely to cause confusion and potential criticism of the Council. This is therefore an inappropriate course of action.

4.3 Having a documented Vision and structured Strategy for revitalising the town centre is important for many reasons, including:

- To give a clear message to the public that the Council is listening to concerns about the town centre and being proactive in its efforts to address these;
- To demonstrate to potential investors that the Council is acting to support town centre regeneration, encouraging greater optimism about the likely future of the town and performance of any investments they may be considering;
- To enable officers to prioritise resources effectively;
- To provide a framework to facilitate the various stakeholders involved in the town centre to ensure their work aligns, thus, creating synergy between differing organisations, and avoiding duplication or counterproductive projects.

4.4 Therefore, revoking the current document and not replacing it, is equally, considered an inappropriate option.

5. Background

5.1 A Vision document outlining the Council's ambitions for Macclesfield Town Centre was produced in January 2014.

http://www.cheshireeast.gov.uk/business/major_regeneration_projects/town_centre_vision/town_centre_vision.aspx

5.2 Since that time conditional contracts have been exchanged to sell Churchill Way Car Park to Ask Real Estate and their scheme is being worked up to be progressed through the planning process. Cabinet has also subsequently authorised spending £1M of the Council's Regeneration and Development capital budget to progress public realm enhancements in the Primary Shopping Area, for which concept designs have now been produced.

5.3 Reduced economic growth predictions, a continued rise in online spending at the expense of high street retailers, and the potential of further competition for Macclesfield Town Centre from a variety of out of town schemes, mean that it is now important to make a further commitment to looking beyond the projects the Council is already pursuing to boost town centre vitality and viability, with a considered approach for the next 5 years.

- 5.4 This paper, therefore, proposes the revocation of the 2014 Macclesfield Town Centre Vision document and the adoption of a replacement Vision and Strategy document which takes account of current market conditions and new opportunities.

6. Wards Affected and Local Ward Members

- 6.1. The refreshed Vision and Strategy document focuses specifically on Macclesfield Town Centre which falls within Macclesfield Central Ward. Ward councillors are Cllr Beverley Dooley and Cllr Janet Jackson.
- 6.2. Macclesfield town centre is however used by residents and visitors from a far wider area and the health of the town centre has implications for the wider economy. This report thus has implications for many of the wards across the north of the borough.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. The revitalisation of Macclesfield Town Centre accords with many Council policies focused on enhancing environmental, economic and social wellbeing, including policies which: encourage inward investment; encourage development to be in highly accessible locations; support upgrading infrastructure, support improving the quality of the visitor shopping, cultural and leisure experience; and support the enhancement of environmental quality and 'Quality of Place'.

7.2. Legal Implications

- 7.2.1 The Council will be consulting on the contents of the document prior to making a final decision. The consultation process embarked upon must be "fair" and certain basic principles must be adhered to:

Consultation must be undertaken at a time when proposals are still at a formative stage;

- a. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response;
- b. Adequate time must be given for this purpose; and
- c. Feedback from consultation must be conscientiously taken into account when the ultimate decision is taken.

- 7.2.2 Once the Council embarks on the consultation it should be prepared to change course if persuaded by the outcome of consultation. To do otherwise would prevent an informed and integrated response and risk challenge to the final decision made (on the basis that the outcome was pre-determined).
- 7.2.3 Under the Equality Act 2010, the Council is required to identify the impacts of any decisions, policies etc on certain protected groups to ensure equality is promoted and inequality minimised. Completing an Equality Impact Assessment (EIA) as part of the process of adopting the strategy will both assist in meeting the Council's equality duties and inform the eventual final decision to adopt the document.
- 7.2.4 It will be necessary to undertake compliant procurement processes for the intended works. In relation to each contract/transaction, consideration will need to be given to the level of authority required under the Constitution and the Council's statutory powers to contract and the requirements of the Public Contracts Regulations 2015 as and when decisions fall to be made on individual potential projects brought forward under this strategy.
- 7.2.5 In the event that the adopted vision results in the disposal of land belonging to the Council any such disposals will be subject to the provisions of s123 of The Local Government Act 1972 and will follow the statutory procedures set out in s123. Where any land concerned is public open space the Council will undertake the statutory advertising procedure and consider any objections and/or representations to that process prior to making any final decisions to dispose of public open space.
- 7.2.6 In addition to the above the adopted vision could result in the acquisition of land by the Council. The Council has the power under s120 of The Local Government Act 1972 to acquire land by agreement.
- 7.2.7 The proposed disposal of Council owned land or acquisition of land would need to be fully explored within separate reports as the project progresses.
- 7.2.8 In the event that the adopted vision results in the development of land forming part of the highway or on Council owned land then the appropriate consents under the highways/development control regimes will have to be obtained as part of that process. These are issues that can be dealt with as the relevant project progresses and will be obtained at the appropriate time following the provision of further advice, as necessary.

7.3. Financial Implications

- 7.3.1 The decision to proceed with a public consultation on this document has no significant financial implications, the cost of that consultation and the production of a final document being covered by the investment sustainability reserve.
- 7.3.2 The projects set out in the 'Ongoing Activity' sections of the strategy document have generally been agreed previously or do not require Members specific approval and raise no financial issues which need consideration.
- 7.3.3 One exception to this is the ongoing development of plans to deliver public realm enhancements within the Primary Shopping Area, which as explained in section 4, requires further funds if the desired quality of finish is to be achieved, even in only one of the target streets. To this end it is proposed that up to £400K from the existing approved Regeneration and Development capital budget be used to supplement the £1M already set aside for public realm enhancements in Macclesfield Town Centre. This does not require a virement as the capital is already allocated within the Regeneration and Development budget line.
- 7.3.4 Although other Potential Activities outlined in the Action Plans would require significant further budgets to be allocated if taken forward, no decision is being requested on this other than support for the general principle of business cases being developed for consideration for such activities in due course, as part of the normal budget setting process.

7.4. Equality Implications

- 7.4.1. The Revitalisation Strategy document is being developed with the needs of all existing and new communities in mind. Any individual proposals stemming from the strategy will be subjected to appropriate Equality Impact Assessments.

7.5. Rural Community Implications

- 7.5.1. Macclesfield town centre, being one of largest in the borough serves not only the residents of Macclesfield but many of the village and rural populations that live in its hinterlands. Promoting the health of the town centre therefore indirectly supports the rural communities in the north east of the borough.

7.6. Human Resources Implications

7.6.1. It is the intention that, if after exploring potential additional activities set out in or stemming from the strategy, these are taken forward as specific initiatives to be progressed, then appropriate business cases, covering all relevant issues including human resource implications, will be developed for further consideration in the normal way.

7.7. Health and Wellbeing Implications

7.7.1. Supporting the health of town centres supports and encourages investment in a highly accessible location, thereby supporting, broadly speaking, ambitions to reduce the need to travel with associated benefits from reduced carbon emissions. Furthermore supporting the enhancement of pedestrian public realm and other enhancements to the quality of place can encourage people to get out of their cars, walk between different destinations within the town, and in so doing can bring health benefits from increased physical activity as well as increased social interaction.

7.8. Implications for Children and Young People

7.8.1. No specific implications have been identified for children and young people. However, again, the town centre being accessible by public transport and offering places for social interaction can be a popular meeting point for younger people. Additionally part of the strategy set out is to encourage more in town living and facilities which specifically appeal to a younger market to encourage young people to locate in Macclesfield.

7.9. Overview and Scrutiny Committee Implications

7.9.1. Should a councillor or member of the public suggest the Macclesfield Regeneration Strategy as a topic for scrutiny it would be assessed against the criteria in the normal way and, if following that assessment it was considered a suitable topic for scrutiny, would be referred to the Environment and Regeneration Overview and Scrutiny Committee. No such suggestion has as yet been made.

7.10. Other Implications (Please Specify)

7.10.1 None

8. Risk Management

8.1. The key risks identified at this point are as follows:

8.1.1 The launch of a new strategy for revitalising Macclesfield Town Centre will inevitably raise expectations regarding the Council's continued commitment to supporting projects which improve the town centre offer with associated expectations on financial and staffing levels. Whilst it is clearly important to manage expectations the Council has already stated its firm commitment to revitalising both Macclesfield and Crewe town centres in several key documents including: Ambition for All - the Sustainable Community Strategy for Cheshire East 2010-2025; the Corporate Plan 2017-2020; and indeed the Local Plan Strategy which covers the period to 2030. This document, therefore, does not add to existing commitments but rather seeks to set out a mechanism by which the existing commitment to revitalising the town centre can be better managed to improve the efficiency and effectiveness of the Council's approach.

8.1.2 The launch of a refreshed vision may also lead to criticism regarding the number of strategic documents which are produced diverting from delivery. However, as set out in section 3 there are considered to be clear and convincing reasons for the production of this strategic document.

9. Access to Information

9.1 Appendix A: There's no Place Like Macclesfield. Consultation Draft

9.2 [Macclesfield Town Centre Vision, 2014](#)

10. Contact Information

Contact details for this report are as follows:

Name:	Jo Wise
Designation:	Strategic Regeneration Manger - North
Tel. No.:	01625 383735
Email:	jo.wise@cheshireeast.gov.uk

There's no Place like
Macclesfield

**A 5 year Vision, Strategy and Action Plan
for the revitalisation of Macclesfield**

Consultation Draft



A 5 year Vision, Strategy and Action Plan for the revitalisation of Macclesfield

Preface

This is a CONSULTATION DRAFT of a strategy document that outlines how the Council proposes to drive forward the revitalisation of Macclesfield Town Centre.

Key to the Council's strategy is the belief that our best chance of success lies with collaborative working with other stakeholders who have the resources and ability to deliver projects with the potential to significantly help our regeneration ambitions.

A critical component of the proposed consultation on this draft document officers will therefore be meetings with key local stakeholders, including but not limited to: Macclesfield Town Council, Eskmuir Securities, Ask Real Estate, Peaks and Plains Housing Association, and the Silk Heritage Trust; with a view to seeking their support and endorsement of the vision and strategy this document contains and their contribution to the associated Action Plans.

The anticipated timeline for the production, consultation and adoption of the document is set out below.



Once finalised and formally adopted this document will replace the Macclesfield Town Centre Vision of January 2014.

What's the issue?

Macclesfield already offers many advantages for residents and businesses. Only 25 minutes by train from central Manchester, easily accessible from Manchester Airport, and only 1hr 45 from London Euston, yet, with the unique advantage of being nestled between the idyllic rolling landscape of the north Cheshire Plains and the breathtaking beauty and attractions of the Peak District. Add to those locational advantages outstanding schools, a rich legacy of heritage assets, a strong community spirit and sense of identity, a growing cultural and arts base, the hugely popular monthly artisan 'Treacle Market', and committed major employers; it's hardly surprising that Macclesfield's hinterlands contain some of the most desirable postcodes in the country.

But, despite these many advantages, there are some aspects of the town which cause concern. The town centre in particular, like numerous others the length and breadth of the country has struggled to maintain vitality and viability as consumers increasingly engage digitally and spend less in traditional brick and mortar high street stores. Across the UK, retailers have responded to these changing consumer spending habits, adapting their strategies to invest in a stronger online presence and closing less profitable stores. This in turn, has driven up vacancy rates on many high streets. Whilst Macclesfield town centre has not fared as badly as many, it has by no means been immune to the challenges, suffering from reduced footfall and an increased number of empty retail units.

We recognise the mismatch between the current town centre offer and the aspirations of many local people. We understand that people are concerned when they see vacancies in their town centre. We know many local people want to see a better range of shops and services, and, we appreciate the importance of the town centre as the heart of the community.

Of course, we share local residents aspirations to see the town centre reinvigorated to become a place we can all be proud of.

So, what are we trying to achieve?

Macclesfield is a unique town, with a proud history and great potential. We want to ensure it has a strong, vibrant and resilient economy, and all the facilities and qualities necessary to attract highly skilled people who can support that economy. In short we want it have a quality of place that make it a highly desirable place to live, work and visit.

The regeneration of the town centre is a key area of focus for the Council's for a number of reasons:

- We know the town centre is of particular concern to local residents;
- We know market conditions are currently particularly challenging for town centre businesses at the moment;
- We believe it has considerable untapped potential;
- We recognise that it serves or has the potential to serve, the whole town, so if we can improve the town centre everyone can benefit; and, critically,
- We recognise that the town centre is in many ways the 'shop window' for the town and the quality of the town centre can influence perceptions of the town as a whole. Perceptions affect investment decisions, so, ensuring the town centre thrives and projects a quality of place that showcases the town in its best light, is therefore critical to the economic prosperity of the wider area.

Like local residents, we want to see footfall rising and the town centre to be vibrant, busy with people utilising local services. We want to see fewer vacancies and to hear and see that local businesses are viable, sustainable and thriving. We want people to choose to visit the town, to enjoy the experience and to want to return.

We do not view the town centre in isolation, however. Our ambitions and our plans for the town centre are directed by our overarching strategy to enhance the quality of place across Cheshire East by: delivering the right type of houses in the right places; supporting businesses to grow; growing the skills of our workforce and working to retain and attract highly skilled people; investing in digital and transport infrastructure; developing our heritage, cultural and leisure offer; prudently managing and enhancing green areas and countryside; and protecting valued characteristics of all areas. More locally our strategy for the town centre has regard to the planned growth of Macclesfield's housing stock through developments such as those planned at South Macclesfield Development Area and the Kings School sites, and our desire to support growth in key growth industries such as life science, recognising that to attract the talent needed at sites such as Alderley Park and Astra Zeneca we need not just homes but all the amenities to offer a real quality of lifestyle.

Some of the specifics we want to address in the town centre are:

- We know that town centre businesses need to see footfall levels in the town centre increasing to give them the confidence that staying or investing in Macclesfield is the sensible thing to do. We want to do what we can to help draw more people into the town centre, not just throughout the day but into the evening, so that businesses dependant on footfall can not just survive but thrive.
- We understand that the current housing, leisure, retailing and cultural offer may have limited appeal for the talented, geographically mobile, younger generation we need to attract if we are to ensure businesses such as those at Alderley Park have the local talent pool they need to thrive. We want to increase centrally located housing which will be affordable to those young, energetic, talented people and to enhance the town centre leisure, retail and cultural offer to ensure Macclesfield can offer the quality of life that will attract them.
- We recognise there are issues with the quality of the public realm and maintenance and management of the town centre and that this influences perceptions of the town. We want to do more to address this.
- We understand the huge value of local heritage and culture and the challenges faced by those struggling to conserve and utilise heritage buildings. Whilst our powers and resources are limited, we recognise the importance of doing whatever we can to support owners to find sustainable futures for those buildings.
- We recognise that today people need convenience and that it may not be as convenient to get into and around the town as some other competing locations. We want to do more to ensure the town centre is a convenient, as well as desirable place, so it is more attractive as an option for local people meeting day to day needs.

What are we doing about it?

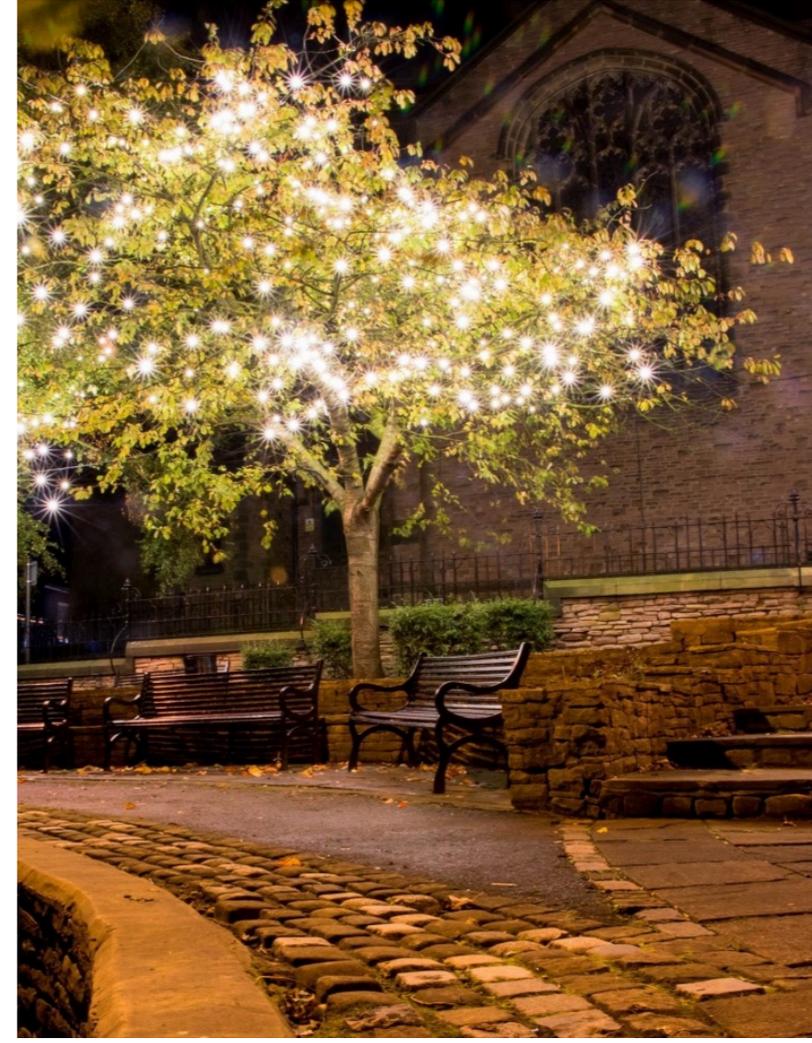
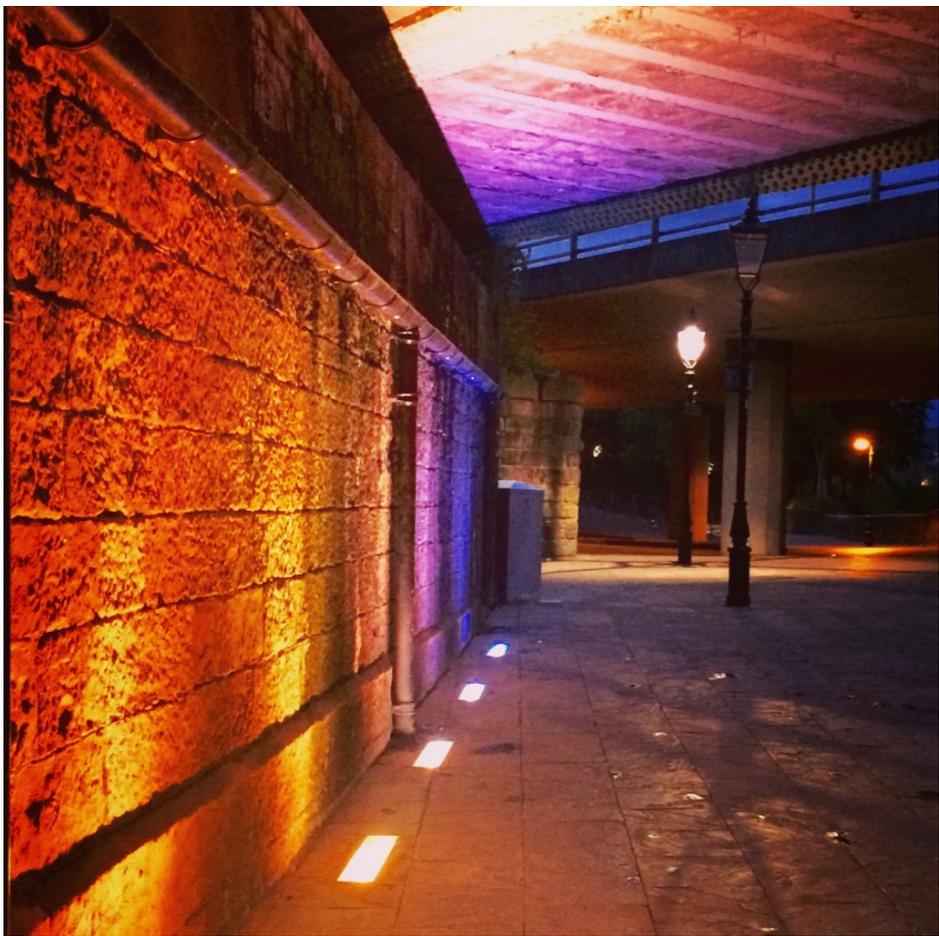
We have recognised these issues for some time, but unfortunately there is no simple toolkit for town centre regeneration. Whilst it may seem obvious what should be done, coming up with ideas is the easy part. Delivery is far more difficult.

The Council and a number of other key organisations are pressing ahead with projects which together should make a substantial difference. With the planned new cinema and restaurants, an extended and refurbished Grosvenor Centre, more in-town apartments, and improvements to the public realm, people will have new reasons to visit and spend time in the town centre, and businesses will see, that Macclesfield is a place to invest. Whilst we know more needs to be done to revitalise the town centre, it is vital that we follow through these existing pipeline projects to delivery. When people see changes happening on the ground, confidence that Macclesfield is a place on the ascent will grow.

We are also exploring other potential projects. There are quite literally hundreds of things which we could consider trying to do, and many which local people have suggested. However, we do not control the town centre, do not own the perceived problem sites and cannot make people spend their disposable income in their home town, rather than online or out of town. We have to focus on those initiatives which we have the powers and resources to influence and those which will bring the most benefits. With limited and finite resources it is vital we focus our efforts wisely, ruthlessly prioritise, and do not allow ourselves to be diverted from progressing those projects which will have the most positive impacts. So whilst we are and will continue to press ahead with projects we believe will really help revitalise the town centre, we cannot do everything that everyone may want.

We also recognise that we do not have all the answers. Alongside progressing existing projects and developing further pipeline projects, we are therefore also looking to increase our evidence base to ensure we have more data and a better understanding of the way the town centre functions and the areas where we can realistically make the biggest difference. That way future decisions regarding new projects will be informed by facts and evidence, not just perceptions.

Of course, whilst we know where we want to head, have a clear sense of direction and have mapped out a route, we don't know what obstacles or opportunities might arise to change our plans. There are many factors affecting town centres outside our control. We therefore see it as essential that we remain flexible and agile and able to adapt our plans as we learn more and as circumstances inevitably change.



Collaboration is key

Cheshire East Council has resources, powers and land that it can use strategically to lead the delivery of the vision set out in this document. However, no one organisation can deliver a thriving town centre alone. Whilst the Council is and will continue, to do whatever it can to enhance the town's fortunes, the future success of the town centre is dependent on all of us.

Research clearly indicates we are more likely to be successful if we work to a shared vision, a clear agreed strategy, and an action plan with defined responsibilities for delivery. With this in mind, the Council proposes to work collaboratively with other key delivery partners who want to commit to working together to create the synergy which will ensure Macclesfield thrives.

In order to facilitate key delivery organisations moving forward together effectively to deliver our vision for vital and vibrant town centre, it is intended that a Town Centre Collaboration Board be established, chaired and led by Cheshire East Council, comprising representatives of those organisations who are delivering clearly defined projects and initiatives to revitalise the town centre and are prepared to commit to collaborative working.

The Collaboration Board will comprise representatives from each partner organisation providing a mechanism for ensuring each organisation can effectively communicate with others as they move forward to deliver their specific projects. The Board will provide a forum for sharing knowledge to support other partners to help deliver the town centre vitality that we all want to see.

Board governance and membership has been suggested based on our understanding of current key projects and initiatives. The make up and governance of the Board will remain under review to be adapted as we move forward together but it is intended that membership be restricted to organisations who have committed resources to the delivery of specific defined projects, to ensure the focus of the Board remains on delivery.

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Collaboration Board



Our Strategy

Our existing and planned activity can be summarised into **5 strategic themes** :

Invest in Macclesfield;
Cherish Macclesfield;
Enjoy Macclesfield;
Enhance Macclesfield;
Macclesfield for Business.

The following section outlines why we feel each theme is key to our strategy, sets out projects already being pursued to progress that theme, and identifies additional activities we are looking to progress over the next 5 years.

It is important however to be clear that planned activities, distinct from those already ongoing, may not have funding at the present time and are by no means set in stone. Rather the intention is that they be seen as a starting point to be explored, refined and added to as we move forward.



1 Invest in Macclesfield



It is clear that towns like Macclesfield can no longer rely solely on their retail offer alone to attract the footfall necessary for the town centre to be vital and vibrant. We are therefore working to make the town centre less reliant on retail, by looking to attract investment in leisure, food and drink, cultural, business, and of course, residential development, to increase vitality both through the day and into the evening.

By redeveloping or repurposing currently under-utilised sites and buildings there are opportunities not just to broaden the mix of uses but also to increase the intensity of development, to raise the density of people living, working and enjoying leisure time in the heart of the town, bringing the footfall and vitality that is needed to ensure the town flourishes.

A key strand in our strategy is therefore to look to attract investment to redevelop or refurbish land and buildings which are currently underutilised for a wide range of town centre uses which can together bring a vibrant mix of activity to the town centre at different times of day and night.

Encouraging investment in in-town living is of course a key part of this work with clear and significant benefits for the wider town. The proximity of public transport hubs and the employment, retail, leisure and social amenities of the town centre, allow residents of in-town developments to walk to amenities, utilise public transport options and be less reliant on cars, in turn allowing less 'suburban' higher density developments, more affordable and attractive to a younger market. Since attracting young professionals is important to the economy of the borough, this has far reaching potential benefits for our local economy.

It is also important to recognise the fact that we need to seek to ensure there is adequate land for other town centre uses too. If we do not we will most likely face be unable to resist pressure for out of town development which will harm rather than help our efforts to revitalise the town centre.

Collectively, we will continue to strive to unlock opportunities for appropriate development and investment which will enhance the diversity of the existing town centre offer and increase the density of town centre activity.

Invest in Macclesfield Ongoing Activity

ACTIVITY	LEAD	TIMESCALE	DELIVERABLES	RESOURCES
Progressing plans for new multi screen cinema and restaurant development to reduce leakage of local people to Manchester	Ask Real Estate	Anticipated early 2019	Enhanced leisure offer. Multi screen cinema	Requires £20M investment
Making two Local Development Orders to enable residential development in underutilised parts of the town without the need for a specific planning permission	CEC Planning/Housing	Summer 2017	Increased in-town living. Circa 120 new residential units.	TBC
Progressing proposals for a new in-town living development on the former Georgian Mill site, at Park Green	Peaks & Plains	TBC	Increased in-town living. Anticipated 67 new residential units.	TBC
Expanding, refurbishing and reformatting part of the Grosvenor Centre to attract an enhanced range of occupiers.	Eskmuir Securities	Anticipated 2018	Enhanced retail offer. Long standing vacant building reused.	Requires £15M investment

Invest in Macclesfield Potential Activity

Through the forthcoming CEC Site Allocations & Development Policies Document (SADPD), review existing planning policies to allow for a more flexible range of main town centre uses	CEC Strategic Planning	2017-18	Planning policies which promote a town centre less reliant on retail	No additional
Assess whether a local threshold should be set triggering the need for an impact assessment for development proposals involving town centre uses outside of the Primary Shopping Area and reflect this within SADPD.	CEC Strategic Planning	2017-18	Planning policies which better promote town centre vitality & viability	No additional
Produce a Development Site Prospectus to increase awareness of development opportunities & pursue opportunities to unlock central sites for appropriate town centre uses.	CEC Assets & Regeneration	2018-19	Prospectus and redeveloped sites	TBC
Investigate potential for increasing development around Station area in particular given the importance of this gateway.	CEC Regeneration	2018-20	TBC	TBC
Investigate economic impact of hotel development and explore and pursue options for enhancing overnight stay offer if anticipated beneficial impacts justify	CEC Cultural Economy/Town Council	2018-20	TBC	TBC

1 Proposed cinema and restaurant led development - Ask Real Estate
(Concept Drawings still under development)



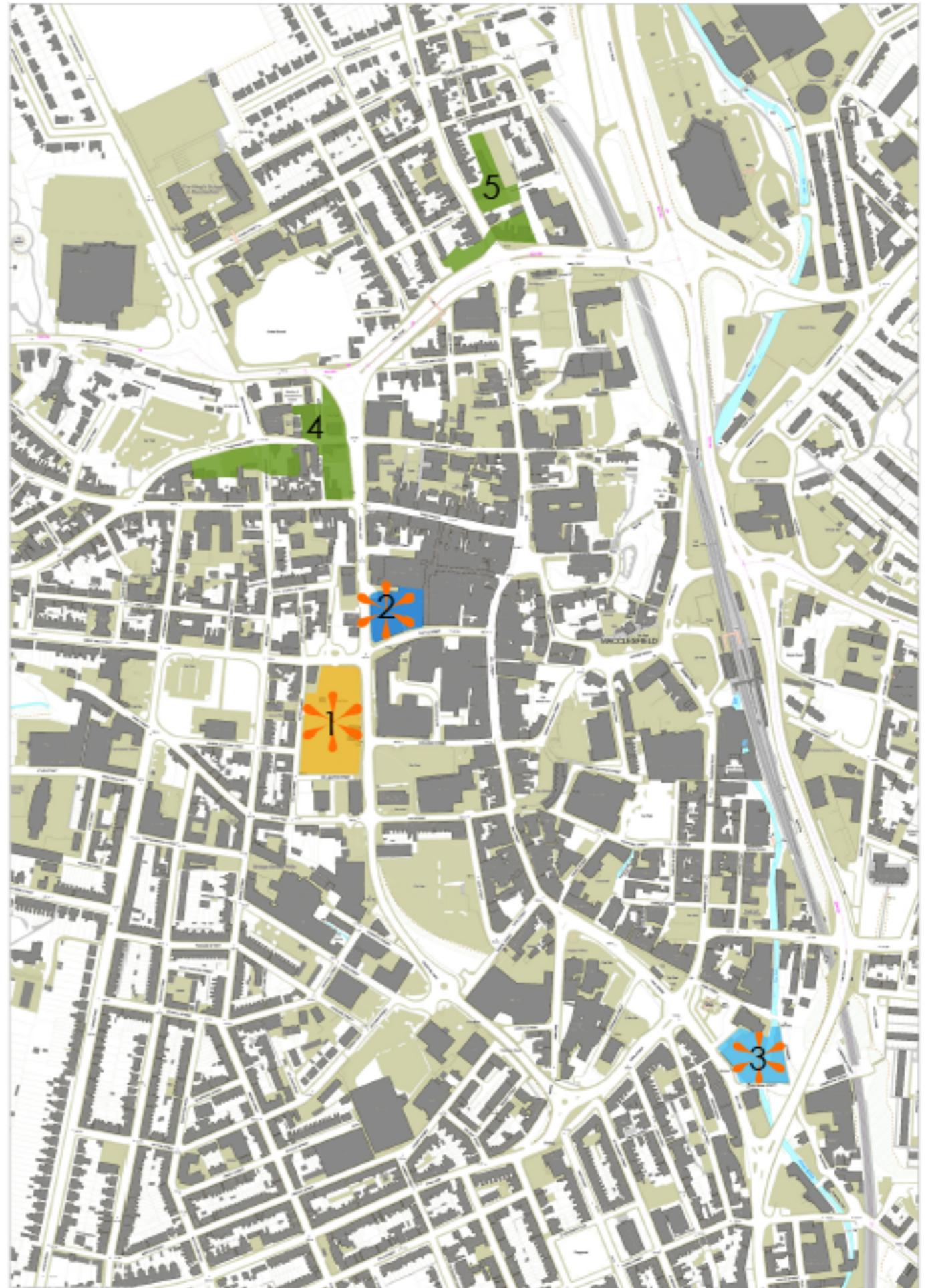
2 Enhancing the retail offer- Grosvenor Centre Expansion- Eskmuir Securities



3 In town living proposal - Peaks & Plains scheme



4 & 5 Local Development Orders being progressed to facilitate residential development



2 Cherish Macclesfield



Whilst we know investment is absolutely critical to revitalising Macclesfield, equally we know that having a strong identity is important not just because local people are rightly proud of Macclesfield's culture and heritage but also because, when faced with competing destinations, both visitors and investors can be swayed towards locations with a distinct appealing environment and a rich cultural offer. Protecting and reinforcing distinct place and cultural identity is therefore a critical theme in our town centre revitalisation strategy.

Macclesfield has many unique heritage buildings and an historic town core which give the town a unique sense of place. Widely loved by local stakeholders and undoubtedly of real value in defining Macclesfield's distinct identity, these assets are however expensive to maintain and utilise. We understand that unless heritage buildings generate sufficient income to cover the often elevated costs of running them, they can quickly become vulnerable to deterioration. Whilst the fortunes of such built assets are largely dependant on their owners, we will do what we can within our powers and the limitations of available resources to ensure the conservation and sustainable management of the towns valued heritage.

We also see that Macclesfield's identity stems not just from its built heritage but from the collective memories, experiences and stories of its community. We believe that Macclesfield is known as a town of generous, open minded, innovative people, with a strong history of tolerance, enterprise, creativity and artistic endeavour, proud of its heritage and passionate about its future. We know that is something special which, alongside the town's more physical heritage assets, give Macclesfield its unique 'personality'.

We know we must be careful to ensure that whatever we do to try and revitalise the town we ensure our actions do not dilute Macclesfield's unique identity but instead protect and showcase all that is uniquely Macclesfield.

We also realise the importance of positive and distinctive brand development and marketing which reinforces Macclesfield's unique sense of place and identity. We are all potential image makers for the town. We will ensure that we do everything we can to ensure Macclesfield's unique and appealing personality is positively promoted and that we tackle negativity which can be so damaging to perceptions. We know it is very easy to criticise but much harder to make positive change. Positivity breeds positivity, and positive press coverage and positive attitudes are vital if we want people to believe in Macclesfield as a place to invest, to live, to work to spend.

Cherishing, protecting, and reinforcing Macclesfield's unique positive qualities and ensuring these are effectively marketed to ensure the town finds and projects a positive, distinctive voice in a highly competitive environment is therefore a key strand in our revitalisation strategy.

Collectively, we will continue to cherish those things which contribute to Macclesfield's unique identity and will undertake further work to pursue their conservation, promotion and marketing whilst working together to ensure we all promote Macclesfield's positive attributes and avoid counterproductive negativity.

Cherish Macclesfield Ongoing Activity

ONGOING ACTIVITY	LEAD	TIMESCALE	DELIVERABLES	RESOURCES
Heritage Asset Regeneration Plan (HARP) commissioned to identify options for the sustainable future management and use of priority heritage assets in the town centre	CEC Regeneration	Anticipated completion August 2017	Identification of priority heritage assets. Building condition surveys, heritage assessments, and options appraisals for top 5 to assist owners in finding sustainable futures.	Study cost £60K
Identifying options for raising awareness of Macclesfield's unique heritage and culture identity as part of wider investment projects e.g. public realm investment	CEC Regeneration	Ongoing	Raised awareness of heritage and cultural assets and value	Part of capital investment programme
Developing plans to enhance Macclesfield's Museums	Silk Heritage Trust/ CEC Cultural Economy	2017-2022	Enhanced museum offer. Better utilised and conserved heritage buildings	TBC

Cherish Macclesfield Potential Activity

Develop investment plan to ensure effective conservation and enhanced utilisation of heritage assets within the control of the Council such as the Old Police Station and Butter Market.	CEC Regeneration	2018	Heritage buildings within CEC control better conserved and utilised	TBC
Explore the scope for improving Macclesfield's competitive position through brand and marketing strategy development, to spread the word that Macclesfield is a great place to live, work and play stressing its unique cultural personality alongside traditional selling points such as locational benefits.	CEC Regeneration /Cultural Economy	2018	Clear brand identity and marketing strategy	TBC



3 Enjoy Macclesfield



We value the huge contribution events can make to the vitality and viability of the town. Macclesfield hosts a number of exemplar events organised by passionate, visionary members of the local community. The monthly artisan Treacle Market and the Barnaby Festival in particular, have had huge impact in promoting Macclesfield as a creative, convivial, community focused town, drawing significant visitor numbers to boost town centre vitality. In 2017, Macclesfield also hosted its first garden festival adding to the towns events programme. The town also offers a range of permanent cultural options such as local theatre, a truly unique single screen cinema which offers live screenings of national theatre, opera and ballet in addition to film releases, and the Macclesfield Museums with their collections focused on the town's rich heritage as a creative, entrepreneurial and industrious centre for the silk industry but also extending to Egyptian mummies and a local celebrity in the form of a giant panda!

We recognise the economic as well as social value of events and cultural enterprise and both Cheshire East Council and Macclesfield Town Council employ officers whose role is to work with event organisers to facilitate them as far as resources allow. We know however that there are challenges facing those who want to add to the towns event programme. Understanding the various permissions required to enable events to be put on in public places is not easy, particularly as Macclesfield's main outdoor event space, Market Place, is also an adopted highway. Ensuring events are coordinated and not competing is also a challenge and we recognise the importance of publicising and marketing events to ensure they have maximum impact in bringing people into the town centre.

We want to do more to make it easier for people to put on events in the town centre recognised events as hugely important to the prosperity of the town centre.

We also recognise that although Macclesfield is a traditional market town, setting aside the hugely popular monthly Treacle Market, the more regular market offer, would benefit from fresh thinking.

Collectively, in addition to existing activities to support events, we will look to clarify and coordinate support for event organisers and to work with partners to explore how events, markets and activities can be enriched to encourage additional visitors to the town centre

Enjoy Macclesfield Ongoing Activity

ONGOING ACTIVITY	LEAD	TIMESCALE	DELIVERABLES	REOURCES
Supporting and coordinating central Macclesfield based events such as Treacle Market, Barnaby Festival and Garden Festival	Town Council/ Heritage, Arts and Culture Forum	2017-22	Public events attracting associated substantial footfall	Varies
Development of coordinated, easily accessible events calendar	Town Council	2017 then ongoing	Easily accessible events calendar promoting events to local people and visitors	TBC

Enjoy Macclesfield Potential Activity

Supporting expansion of events programme with consideration given to grant package for town centre events	CEC Cultural Economy/ Town Council	Ongoing	Increased number and size of events	TBC
Establish clear advice pack for potential events organisers wishing to hold events in the public domain	CEC Cultural Economy / Town Council	2017	Up to date, clear , accessible guidance on procedure	TBC
Review markets and develop action plan to improve market offer	CEC Strategic Commissioning/ ANSA	2017-2018	Clear plan for the indoor and outdoor markets	TBC
Town Centre WiFi	Town Council	2018	TBC	£20,000
Digital Displays	Town Council	2018	TBC	£25,000

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Images Barnaby, Treacle, Garden festival etc

4 Enhance Macclesfield



Having listened to local stakeholders we understand that people do not want to see wholesale transformation of the town centre but rather carefully considered interventions which highlight the positive and target specific problem areas.

In specific parts of the town the condition and appearance of the public realm is an issue. Where areas of public realm are unattractive, do not function effectively and are in prominent locations they can have a serious negative impact on visitors and potential investors perceptions. We believe that positive first impressions increase the likelihood of return visits so it is important to try and target these problem areas.

We recognise that localised traffic congestion is also a problem and understand that congestion will put people off visiting and enjoying the town. We also know that in some areas signage is inadequate, and the town can be difficult to navigate for people who do not know it really well. We also recognise the likely benefits for town centre businesses if we can get people out of their cars and walking between different areas of the town centre and the need to improve the pedestrian experience to achieve this.

Recognising these issues, a key thread of our strategy is to enhance the appearance, functionality, and legibility of key pedestrian as well as vehicular routes all in a way which embraces creativity and reinforces Macclesfield's unique sense of identity. In addition to seeking out resources to address issues on public highways and land in our ownership, the Council will also use its powers to tackle prominent private poorly maintained sites, as well as unauthorised advertisements and development spoiling the appearance of key routes and gateways, using full enforcement powers where necessary.

We will continue to pursue projects to refine and enhance the public realm and infrastructure of the town to improve perceptions and the visitor experience, targeting the town centre, gateways and key routes

Enhance Macclesfield Ongoing Activity

CURRENT ACTIVITY	LEAD	TIMESCALE	DELIVERABLES	RESOURCES
Developing creative concept designs for public realm enhancements on key town centre streets to support decisions on potential aspirational future public realm investments	CEC Regeneration	2017-2019	Clear understanding of high level costings for aspirational public realm	TBC
Developing and delivering Phase 1 public realm enhancements within Primary Shopping Area	CEC Regeneration/ Transportation	2018-19	Enhanced public realm within part of Primary Shopping Area	£1.4M
Grant assisting shop front enhancements in Park Green, and lower Mill St	CEC Regeneration	2017-2019	Enhanced appearance of target area	circa £60K
Pursuing funding for delivery of highway schemes in Macclesfield Movement Strategy	CEC Strategic Highways	2017-2022	Reduced congestion at highway pinch points	TBC
Review of opportunities to refine town centre parking to aid town centre revitalisation.	CEC Transportation	2017-2018	Enhanced visitor experience	TBC

Enhance Macclesfield Potential Activity

Development of a 3-5 year programme of further phases to public realm enhancement programme	CEC Strategic Highways/ Transportation	Business Case 2017/18 for CEC Medium Term Financial Strategy Delivery from 2019/20	Significant enhancement of legibility, pedestrian experience, targeted area of the town centre	TBC
Targeted maintenance /enforcement regime	CEC Highways /Planning	2017-2022	Enhanced appearance of the town centre	TBC
Installation of feature lights in town centre trees	Town Council	2017-2019	Enhanced appearance and ambiance	£50K
Development of a Town Centre Information and Communication Package to significant enhance town centre legibility	CEC Regeneration	Before 2022	Improved image, identity and user experience	£2-3M

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Image of public realm proposals, A boards to be tackled via enforcement etc.

5 Macclesfield for Business



We recognise the significant and ongoing challenges faced by town centre businesses competing with out of town retail destinations and rapidly increasing competition from e-retailing. We also recognise that Macclesfield seems to be attracting a concentration of certain types of businesses such as creative and digital.

Sometimes the extent of local council's abilities to influence factors affecting businesses viability and decision making is misunderstood. Central government sets business rates and private landlords set rents. These things cannot necessarily be influenced by the Council or any other local stakeholder concerned about the town centre. Whilst acknowledging that there are restrictions on resources and local powers, the Council as well as a number of other local organisations such as Enterprising Macclesfield and the Macclesfield Chamber of Commerce are committed to helping businesses prosper, to provide a variety of local business support and to working to assist growth sectors.

We recognise that it is important to regularly review the support available for business and to consider whether there is a case for new ways of working or new interventions. There appears to be no current strong business led partnership in Macclesfield and there may be significant benefits for local business in exploring options around this whether through a formal Business Improvement District or other mechanism. Similarly we recognise we have little data and a relatively scant evidence base to inform our understanding of the way the town operates and what more any of us can do to support town centre businesses.

Part of our strategy is therefore focused on gathering data to inform how we can make Macclesfield a better town for business both in traditional town centre sectors and key growth areas.

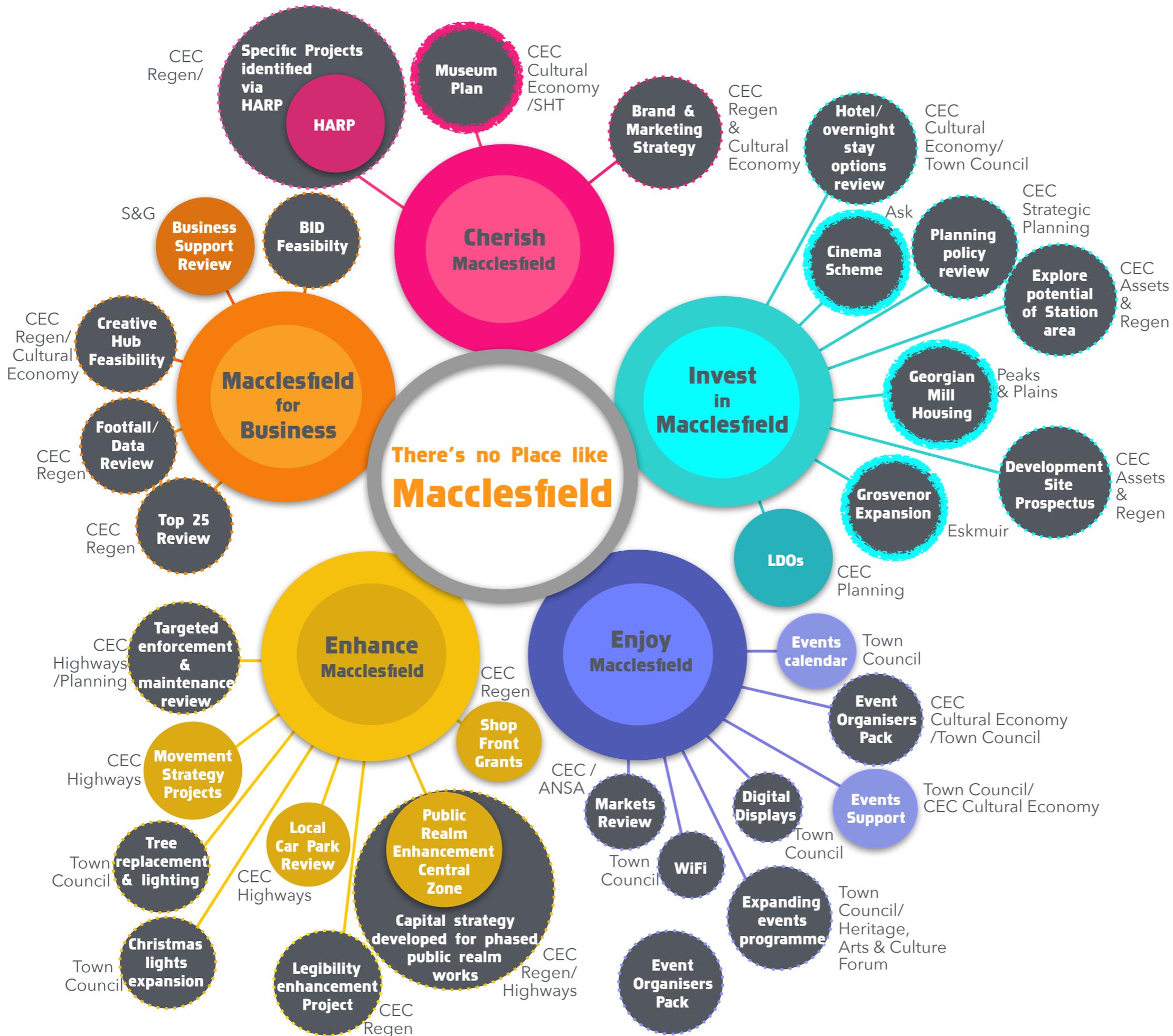
Collectively, we will look for improved sustainable means of supporting businesses to invest in Macclesfield and support the vitality and viability of the town centre

Macclesfield for Business Ongoing Activity

PROPOSED ACTION	LEAD	TIMESCALE	DELIVERABLES	RESOURCES
Business Support Review	CEC Skills & Growth Company	Autumn 2017	Identification of options for refining and enhancing business support	Within existing CEC revenue budgets
Exploration of feasibility and likely benefits of a BID for Macclesfield Town Centre.	Town Council	2018	TBC	BID Feasibility study £10K Anticipated start up costs £50,000

Macclesfield for Business Potential Activity

Pursue options for gathering reliable and detailed footfall and other key data to enhance understanding of issues and opportunities in the town centre.	CEC Regen	2018	Intelligence on pedestrian activity, identifying peaks and hot spots to identify opportunities for realigning the offer to	TBC
Review top 25 factors which can be influenced locally	CEC Regen	2017	Intelligence on likely most beneficial routes to successful action	TBC
Exploration of opportunities and business case for assisting creative industries to locate in and around the town centre	CEC Cultural Economy/Regeneration	2017-20	Increased occupation by growth employment sector	TBC



Activity Overview

Legend

- Funded CEC Project (Solid teal circle)
- Current Project led by other stakeholder (Dashed teal circle)
- Identified desirable Project without current funding (Solid dark grey circle)

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Cheshire East Council

Cabinet

Date of Meeting:	12 th September 2017
Report of:	Frank Jordan, Executive Director of Place
Subject/Title:	Community Infrastructure Levy Progress Update, Including Approval to Consult on the CIL Draft Charging Schedule and Authorisation to Submit to Public Examination
Portfolio Holder:	Cllr Ainsley Arnold, Planning and Housing

1. Report Summary

- 1.1. The purpose of this report is to provide an update on the latest position in developing the Community Infrastructure Levy ("CIL") in Cheshire East following consultation on the preliminary draft charging schedule in February – April 2017.
- 1.2. It also seeks Cabinet endorsement to consult the public for six weeks on the CIL draft charging schedule and supporting documentation including the draft regulation 123 list before it is submitted for examination. The draft charging schedule follows reflection on the comments received to the preliminary draft charging schedule, updated evidence and has been influenced by changes to local market conditions.
- 1.3. The adopted Local Plan Strategy will be a key vehicle in driving quality of place in the borough. The Community Infrastructure Levy, should only be adopted, if it will support the provision of infrastructure required to deliver the Local Plan Strategy and if it can be set at an economically viable rate. However, updated evidence relating to viability, its relationship with S106 obligations and any government reforms to the system of development contributions should be considered before deciding whether to proceed to examination and, ultimately, adoption.

2. Recommendation

It is recommended that:

- 2.1. Cabinet endorse the CIL draft charging schedule (Appendix A) and supporting documentation including the draft regulation 123 list for a six week public consultation;
- 2.2. Cabinet note the consultation responses received to the preliminary draft charging schedule consultation (Appendix C);
- 2.3. Cabinet note the further viability and infrastructure evidence supporting the consultation on the draft charging schedule (Appendices B and E) (due to its size, Appendix B is available on the agenda website only);
- 2.4. Cabinet note the position statement, set out in appendix F, outlining how S.106 policies will be varied following the adoption of CIL and draft policies on the implementation of CIL (Appendix D);
- 2.5. Cabinet authorise the Executive Director of Place to make any modifications to the draft charging schedule following public consultation, to consult on those modifications in line with the statutory regulations and submit the draft charging schedule, representations made and evidence base, together with any proposed modifications, forward to public examination;
- 2.6. Cabinet delegate the final decision as to whether to proceed with the submission of a draft charging schedule to examination to the Executive Director of Place in consultation with the Portfolio Holder for Planning and Housing, in view of updated evidence relating to viability, its relationship with S106 obligations and any government reforms to the system of development contributions.

3. Other Options Considered

- 3.1. Cabinet considered a report on the 9th February 2016 and resolved to undertake all the work necessary for the preparation and approval of a CIL Charging Schedule for the Local Planning Authority area administered by Cheshire East Council alongside the drafting of a detailed implementation Plan. Therefore, alternative options were considered at that stage.
- 3.2. The implementation of a future CIL Charge would require business change activity prior to adoption, at risk of any abortive work, to allow the work required to collect, operate, enforce and distribute the Levy.

4. Reasons for Recommendation

- 4.1. To allow the CIL draft charging schedule, the draft ‘regulation 123’ list and supporting evidence to be published for consultation purposes in order to progress the introduction of a CIL charging schedule for Cheshire East.

5. Background/Chronology

- 5.1. Cabinet considered a report on the 9th February 2016 and resolved to undertake the work necessary for the preparation and approval of a CIL charging schedule.
- 5.2. CIL is a financial charge levied on developments to help fund infrastructure. The CIL regulations are prescriptive regarding the way CIL is calculated and applied to development.
- 5.3. A CIL charge, would support the phased and co-ordinated delivery of infrastructure to support the achievement of sustainable development as set out in the Local Plan Strategy.
- 5.4. CIL regulations set out a detailed process which councils must follow to establish an adopted CIL charge. The key requirements for being successful in establishing a CIL charge are firstly, to have recent evidence on local development markets and infrastructure requirements and secondly, to strike an appropriate balance between the level of CIL charge and its potential effects on economic viability. Understanding the relationship between CIL and section 106 legal obligations is also important.
- 5.5. The introduction of a CIL charging schedule involves two stages of public consultation and then an independent examination. If the charging schedule is found to be capable of approval following independent examination (i.e. based on reliable, relevant information), and provided that the Development Plan (in this case the Local Plan Strategy) is adopted and up to date, it can be adopted and used from that point. The anticipated timescale leading up to the adoption of CIL are as follows;-

Task	Indicative Timetable
Round of consultation on a preliminary draft charging schedule (6 weeks)	This took place in February – April 2017
Round of consultation on a draft charging schedule	Subject to approval, September / October 2017

Decision to be taken whether to proceed to Examination in view of updated evidence relating to viability and any government reforms to the system of development contributions announced in the Autumn Budget Statement.	Quarter 4 2017
Examination Hearings	TBC
Adoption of a CIL charging schedule	TBC

Preliminary Draft Charging Schedule consultation

- 5.6. Consultation on the preliminary draft charging schedule consultation took place between the 27 February and the 10 April 2017. The accompanying documents to the consultation included an initial draft of the council’s regulation 123 list and a CIL viability study, prepared by consultants Keppie Massie.
- 5.7. Notification of the consultation was sent to stakeholders included on the council’s Local Plan consultation database. The consultation was advertised alongside the council’s consultation on the site allocations and development policies document “Issues Paper”. Copies of the consultation documents were made available for inspection at the council’s main offices and libraries. The charging schedule and supporting evidence documents were published on the council’s website through its dedicated consultation portal.
- 5.8. A total of 58 completed responses were received by 51 landowners, developers, groups and individuals on a range of issues including the charging schedule, the CIL viability study, the initial draft regulation 123 list and approach to implementing the levy. Key issues raised during the consultation included:
- Comments regarding the appraisal inputs which informed the viability work undertaken by the council’s consultants, Keppie Massie. These comments have been considered in the revised viability work which supports the draft charging schedule and is set out in Appendix B (available online).
 - Concern over the approach to the viability testing of Local Plan Strategy sites. An appropriate selection of Local Plan Strategy sites have been tested to support the draft charging schedule. This followed a request for ‘appropriate and available’ evidence from Local Plan Strategy site

promoters during the consultation on the preliminary draft charging schedule.

- A request for further transparency regarding the items of infrastructure CIL receipts would be spent on. This is provided in an infrastructure projects document in Appendix E.
 - There was a request for confirmation on the council's approach to S.106 and the future operation of CIL. This is provided through a position statement in appendix F.
- 5.9. A consultation report has been prepared (in appendix C) which sets out in detail the consultation process, the key issues raised and responses made to those key issues.

Draft Charging Schedule Consultation

- 5.10. The draft charging schedule is prepared by the charging authority, in light of the comments received on the preliminary draft and other updated evidence. The draft charging schedule is then published for consultation before being submitted for formal independent examination.
- 5.11. In response to the representations received to the preliminary draft charging schedule, the evidence base has been reviewed and the viability study undertaken by Keppie Massie has been updated. This additional work included further clarification and justification of S.106 assumptions and additional viability work on a typology of strategic sites.
- 5.12. The Planning Practice Guidance ("PPG") at Paragraph 19 (ID: 25-019-20140612) is clear that viability testing should "focus on strategic sites on which the relevant Plan relies and those sites (such as brownfield sites) where the impact of the levy is likely to be most significant." The viability study supporting the draft charging schedule consultation has considered an appropriate sample of Local Plan Strategy sites across the Borough, reflecting a number of different typologies and locations. This has informed the position as set out in the draft charging schedule and its proposals.
- 5.13. Council officers and Keppie Massie have also undertaken additional research, held meetings with parties from the development Industry and undertaken site specific testing for a selection of the sites contained within the Local Plan Strategy. This has resulted in an updated viability position and report to understand the level of CIL that might be introduced having regard to development costs and market intelligence.
- 5.14. In addition, consultants Keppie Massie have very recent experience of a CIL examination at Cheshire West and Chester. The outcomes of the examiners report in Cheshire West and Chester has resulted in changes in the approach in a Cheshire East context, to ensure a robust CIL charging schedule position is achieved.

5.15. Before being examined, the draft charging schedule must be formally published. The charging authority should also publish appropriate and available evidence on infrastructure costs / other funding sources and economic viability. To that end, additional supporting evidence and justification for a future CIL charge has been prepared:

- A draft regulation 123 list of infrastructure projects or types that are intended to be funded by CIL. The list forms part of the ‘appropriate available evidence’ for consideration at a future CIL examination. The draft list has been prepared in consultation with partners both internally and externally to the council. A CIL Implementation Group with officer representatives from Development Management, Finance, Civicance, Highways, Education, Health and Adult services, Communities, Recreation and Green Infrastructure / Open Spaces have informed the approach to the draft regulation 123 list. In addition, consultation with representatives from Clinical Commissioning Groups and NHS Property Services regarding the health elements of the regulation 123 list has also informed the council’s position on the regulation 123 list.
- Infrastructure Projects Document – this sets out the infrastructure funding gap that the introduction of CIL seeking to reduce (alongside other funding sources). This is informed by the Infrastructure Delivery Plan (July 2016 Update) which supported the Local Plan Strategy.
- CIL Draft Policies Document – this sets out draft policies to support the future implementation of CIL, if adopted.
- CIL and Planning Obligations Position Statement – this document sets out guidance on how the council intends the future relationship of CIL and S.106 agreements to work subject to the adoption of a future CIL charging schedule.

5.16. Consultants Keppie Massie has revised the viability work which supported the preliminary draft charging schedule in response to the comments received and updated evidence. The viability report recommends that the following CIL rates are appropriate in the borough:

Residential Rates		Zone Description	Draft Residential Rates Proposed Per Sqm
Residential (use Class C3)	Zone 1	Built up areas of Crewe, Macclesfield, Alsager, Congleton, Handforth, Middlewich, Nantwich, Sandbach, Audlem, Bollington, Bunbury, Chelford, Disley, Goostrey, Haslington, Holmes	£0

		Chapel, Shavington and Wrenbury	
	Zone 2	Crewe Rural Hinterland	£22 (reduced from £35 in the preliminary draft charging schedule)
	Zone 3	Built up areas of Knutsford, Alderley Edge, Mobberley, Prestbury, Poynton and Wilmslow	£57 (reduced from £88 in the preliminary draft charging schedule)
	Zone 4	Greenfield areas to the south and central areas of Cheshire East	£71 (reduced from £112 in the preliminary draft charging schedule)
	Zone 5	Greenfield areas to the north of the Borough	£168
Apartments (use Class C3)	Zone 3 and 5	Built up and Greenfield Areas to the north of the Borough	£60

5.17. Consultants Keppie Massie has undertaken detailed appraisals of a selection of Local Plan Strategy Sites to inform the overall CIL position in the draft charging schedule. The outcomes of this testing and the implications for the draft charging schedule is set out in the table below:

LPS Ref	Site	Settlement	No Dwellings	Proposed CIL Rate in DCS
LPS 1	Central Crewe	Crewe	Mixed Use	0
LPS 2	Basford East	Crewe	850 inc 24 ha emp	0
LPS 3	Basford West	Crewe	370 homes and 22 ha emp	0

LPS 4	Leighton West	Crewe	850 inc 5 ha emp	0
LPS 5	Leighton	Crewe	500 homes	22
LPS 6	Crewe Green	Crewe	150 homes	22
LPS 7	Sydney Road	Crewe	525 homes	22
LPS 8	South Cheshire Growth Village	Crewe	650 homes	0
LPS 9	Shavington / Wybunbury Triangle	Crewe	400	22
LPS 10	East Shavington	Crewe	275	22
LPS 11	Broughton Road	Crewe	175	22
LPS 12	Central Macclesfield	Macclesfield	Mixed	0
LPS 13	South Macclesfield Development Area	Macclesfield	1050 homes and 5 ha emp	0
LPS 14	Land East of Fence Avenue	Macclesfield	250 homes	71
LPS 15	Land at Congleton Road	Macclesfield	300 and 10 ha emp	71

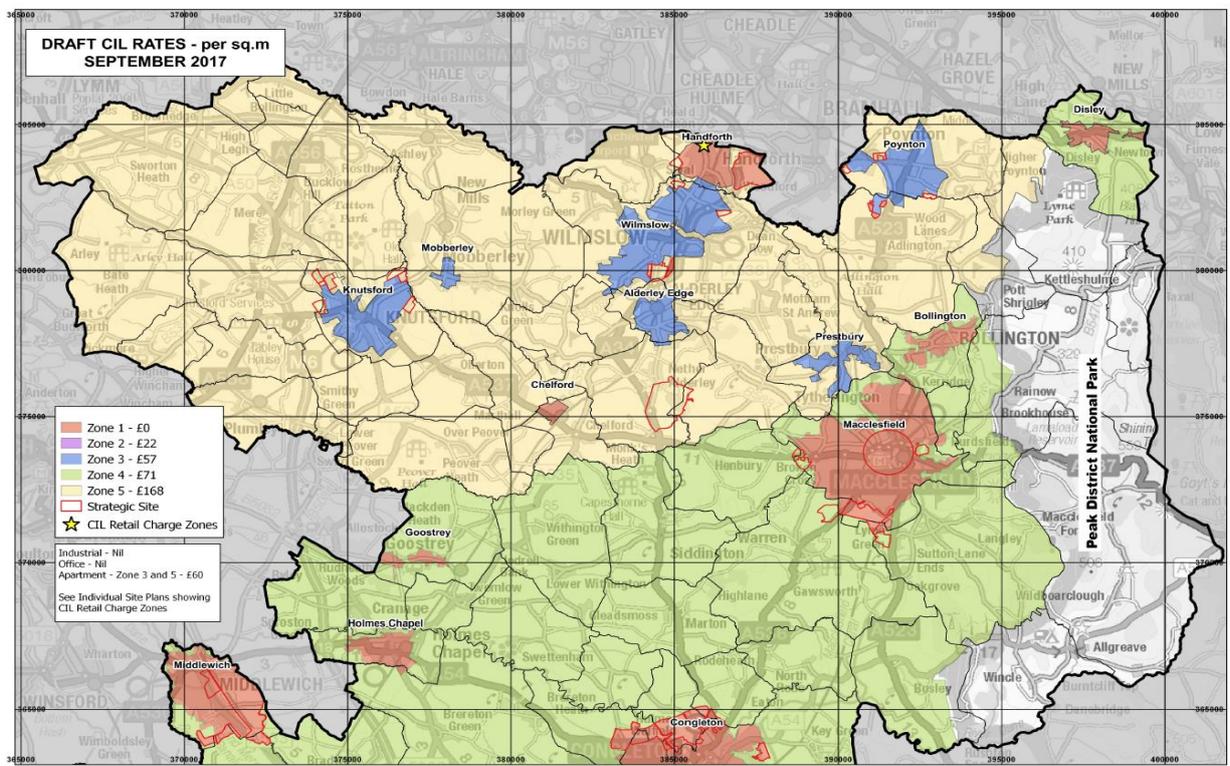
LPS 16	Land south of Chelford Road	Macclesfield	200 homes	71
LPS 17	Gaw End Lane	Macclesfield	300 homes	71
LPS 18	Chelford Road and Whirley Road	Macclesfield	150 homes	71
LPS 20	White Moss Quarry	Alsager	350 new homes and local centre	71
LPS 21	Twyfords and Cardway	Alsager	550 new homes	0
LPS 22	Former MMU	Alsager	400 new homes and leisure hub	71
LPS 23	Radway Green Brownfield	Alsager	10 ha redevelopment of employment land	0
LPS 24	Radway Green Extension	Alsager	25 ha of employment land	0
LPS 25	Radway Green North	Alsager	12 ha of employment land	0
LPS 26	Back Lane/Radnor Park	Congleton	750 and 5-7 ha emp	0
LPS 27	Congleton Business Park Extn	Congleton	625 homes and 13 ha of employment/commercial	0

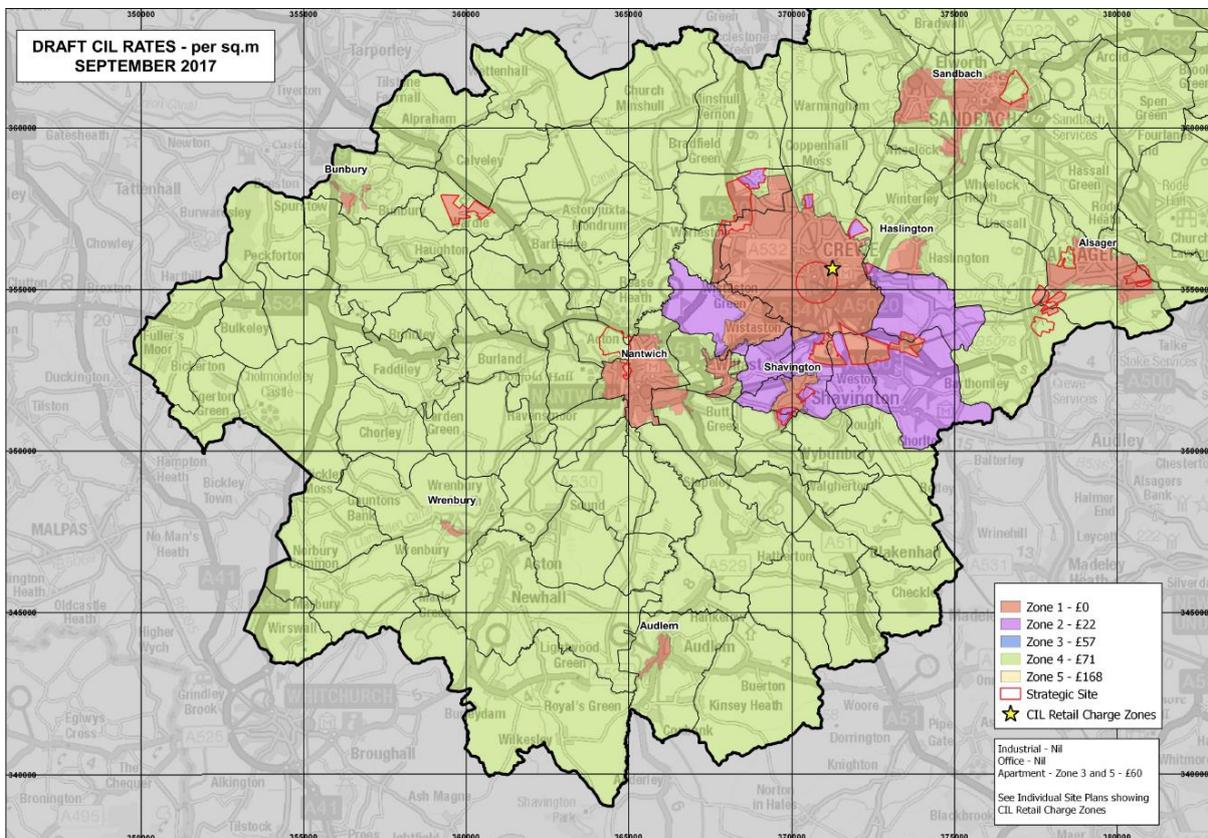
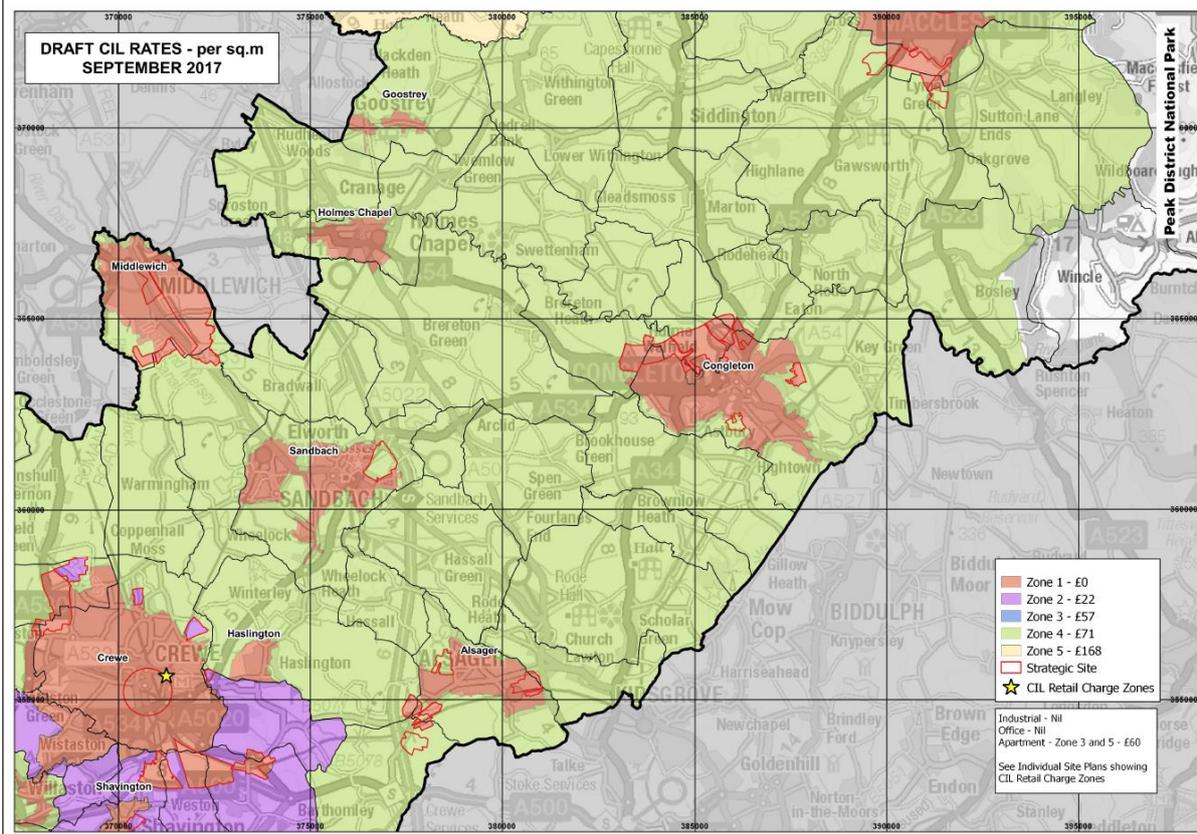
LPS 28	Giantswood Lane	Congleton	150 homes	0
LPS 29	Giantswood Lane to Manchester Road	Congleton	500 homes	0
LPS 30	Manchester Road to Macclesfield Road	Congleton	450 homes	0
LPS 31	Tall Ash Farm	Congleton	225 new homes	0
LPS 32	North of Lamberts Lane	Congleton	225 new homes	71
LPS 33	North Cheshire Growth Village	Handforth	1500 and 12 ha emp	0
LPS 34	Land Between Clay Lane and Sagars Road	Handforth	250	168
LPS 36	North West Knutsford	Knutsford	500 and 7.5 ha emp	168
LPS 37	Parkgate Extension	Knutsford	200 new homes and 6 ha employment	168
LPS 38	Land South of Longridge	Knutsford	225	168
LPS 42	Glebe Farm	Middlewich	525	0

LPS 43	Brooks Lane	Middlewich	200 homes and associated facilities	0
LPS 44	Midpoint 18	Middlewich	70 ha of employment	0
LPS 45	Land off Warmingham Lane West (Phase 2)	Middlewich	235	0
LPS 46	Kingsley Fields	Nantwich	1100 new homes, retail and 2 ha of employment	71
LPS 47	Snow Hill	Nantwich	Mixed Use	0
LPS 48	Land Adjacent to Hazelbadge Road	Poynton	150 new homes	168
LPS 49	Land at Spink Farm	Poynton	150 new homes	168
LPS 50	Land south of Chester Road	Poynton	150	168
LPS 51	Adlington Business Park	Poynton	10 ha of employment land	0
LPS 53	Land Adj to J17 of M6	Sandbach	450 new home and 20 ha of employment	71
LPS 54	Royal London including land west of Alderley Road	Wilmslow	175 and 5 ha emp	168

LPS 55	Wilmslow Business Park	Wilmslow	6.3 ha emp	0
LPS 56	Land at Little Stanneylands	Wilmslow	200 homes	168
LPS 57	Heathfield Farm (allocation)	Wilmslow	150	168
LPS 60	Wardle Improvement Area	Wardle	61 ha of emp	0
LPS 61	Alderley Park	Alderley	200-300 new homes and employment	168

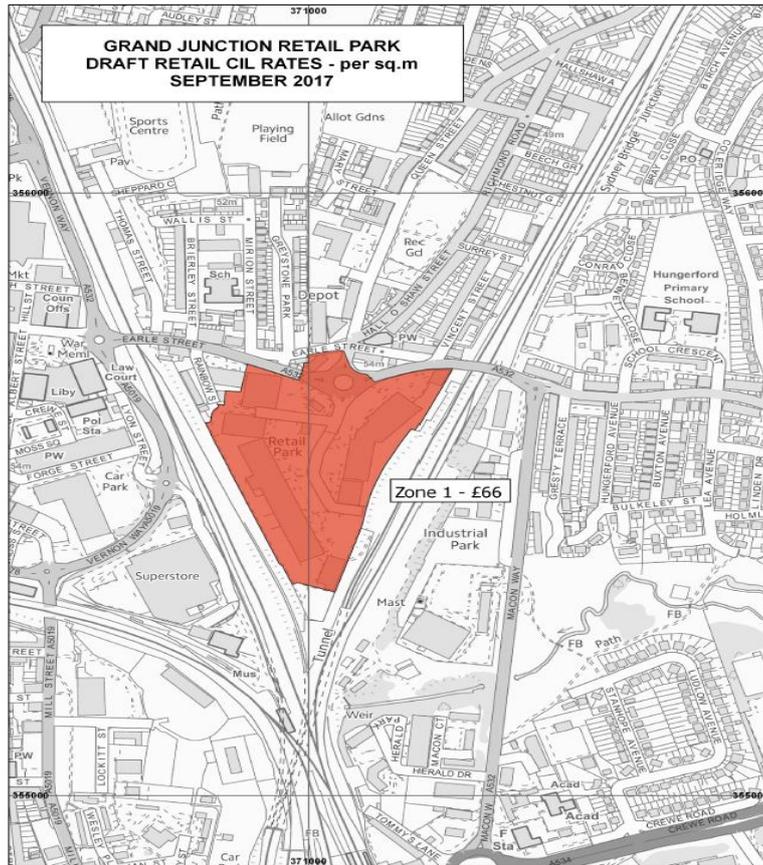
5.18. A map showing the areas where a proposed CIL charge applies for residential development is set out below:

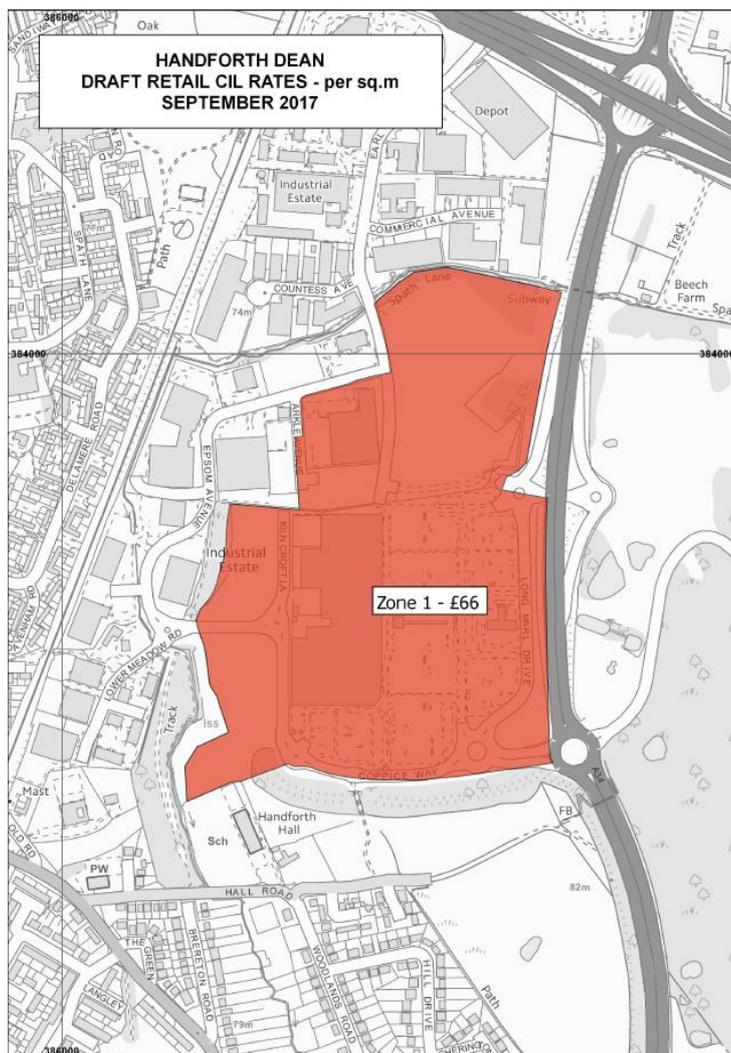




5.19. In respect of non-residential uses, Keppie Massie recommend that industrial units and office accommodation on B1, B2 and B8 employment uses do not support a CIL charge at this time.

5.20. In respect of retail uses, Keppie Massie recommends a CIL charge could only be supported at Handforth Dean Shopping Centre and at Grand Junction Retail Park at Crewe at a value of £66 per sqm, as shown on the Plans below:





5.21. The Local Plan Strategy proposes that 36,000 new homes will be built in the Borough over the period 2010-2030. A number of Local Plan Strategy sites will be brought forward;

- To the north of the borough, sites in the Local Plan Strategy will be brought forward that are removed from Green Belt following the adoption of the Plan.
- Local Plan Strategy sites to the south of the borough, that have not already been developed, will be brought forward as a consequence of the further certainty provided by the adoption of the Local Plan Strategy.

5.22. The decision whether to adopt CIL will depend on updated evidence relating to viability following the second round of consultation, its relationship with S106 obligations and any government reforms to the system of development contributions that is announced in the Autumn Budget Statement as indicated in the Government White Paper. If adopted, the level of CIL Charge will need to strike an appropriate balance between a number of factors including the importance of achieving quality of place ambitions, the potential effects on economic viability in supporting site

delivery and achieving a consistent five year supply of housing in the borough over the Local Plan Strategy Plan period. If CIL is not adopted then there needs to be an alternative strategy in place to help bridge the identified funding gap for infrastructure listed in the Reg 123 list and other important schemes identified in the Infrastructure Delivery Plan from which the Reg 123 list is drawn.

Next Steps

- 5.23. Subject to the approval Cabinet, the draft charging schedule, regulation 123 list and supporting documentation would be published for six weeks of consultation. The comments received would then be reviewed, analysed and responses provided by the council.
- 5.24. A copy of the draft charging schedule must be sent to all the bodies consulted during the preliminary drafting stage. Other parties who commented on the preliminary draft charging schedule will also be notified when the draft charging schedule is published. During the consultation period, any person may comment on the draft charging schedule, and may ask to be heard by the examiner if they wish.
- 5.25. Where any changes are made to a draft charging schedule after publication, the council must set these out in a 'statement of modifications'. This should include any steps considered necessary to inform people who were invited to make representations on the draft charging schedule that this statement has been published and consulted for a further 4 week period.
- 5.26. Following a decision by the Council to proceed towards adoption, the charging schedule would then be submitted and examined by an independent person. The CIL examiner following consideration of the evidence and comments received can recommend approval, or approval subject to modification, or rejection of the CIL charging schedule.
- 5.27. The examiner would need to establish that the council has:
 - complied with the legislative requirements set out in the Planning Act 2008 and the Community Infrastructure Levy Regulations (as amended);
 - supported its draft charging schedule proposals with background documents containing appropriate available evidence on matters such as infrastructure provision and funding arrangements;
 - proposed rate(s) are informed by and consistent with the evidence on economic viability across the charging authority's area;
 - set out evidence that shows the proposed rate(s) would not threaten the delivery of the Local Plan Strategy.
- 5.28. If the examiner recommends approval of the charging schedule (with or without modifications), a report would then be taken to council to obtain approval for the final adoption and set a date whereby CIL would come into effect in the borough.

- 5.29. The Housing White Paper, published on the 7th February 2017 notes that government is currently exploring longer term reforms to the system of developer contributions (S.106 and CIL) and intends to announce any changes to its current operation at the 2017 Autumn Budget Statement. The Housing White Paper included as an appendix the outcomes of an independent review of the Community Infrastructure Levy (called 'A New Approach to Developer Contributions' - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/589637/CIL_REPORT_2016.pdf). The review of CIL concludes that it is not achieving its original objectives in terms of its complicated operation and the amount of revenue the CIL system generates. The CIL review report recommends that government replace CIL with a hybrid system of a broad low level Local Infrastructure Tariff (LIT) and Section 106 for larger developments.
- 5.30. A selection of other recommendations from the CIL review report ('A new approach to developer contributions") includes:
- A Local Infrastructure Tariff (LIT), a low level broad infrastructure tariff should be calculated using a national set formula linked to local market values. It should be set without the need for a formal public examination.
 - Fewer exemptions to the LIT charge
 - Requirement for the regulation 123 list to be removed and spending of the LIT included in Authorities Monitoring Reports
 - Pooling restrictions on Section 106 agreements should be removed
 - That provision is made for a Combined Authorities to agree a low level 'mayoral' type Strategic Infrastructure Tariff to be used on strategic developments
- 5.31. Government is expected to announce its response to the CIL review report and changes to the operation of CIL in its Autumn Budget Statement. In developing a CIL charge, the Council will need to keep its approach to CIL under review in the light of any future changes to its overall operation.
- 5.32. Officers are also reviewing the impacts of the proposed CIL rates, its revenue generating potential and the implications for current and future delivery in respect of sites in the Local Plan Strategy. This includes analysis of the impact on CIL rates and the business case for the introduction of CIL to ensure it is supportive of the council's wider objectives on funding infrastructure and its successful performance in obtaining S106 funding for infrastructure delivery.

6. Wards Affected and Local Ward Members

- 6.1. All wards and all members

7. Implications of Recommendation

7.1. Policy Implications

- The Local Plan is a key component of the council's policy framework and sets out a vision for how the Borough will grow sustainably to 2030. An important component of achieving vibrant sustainable communities is the need to ensure that any growth is supported by the provision of the economic, social and environmental infrastructure necessary to bring this about. The timely introduction of a CIL Charging Schedule or an alternative funding route could help enable this to happen.

7.2. Legal Implications

- The implementation of CIL is governed by the CIL Regulations 2010 (as amended).
- Establishment of a CIL Charge in the borough will require public examination governed by the requirements of the CIL regulations.

7.3. Financial Implications

- The cost of consulting on the draft charging schedule and public examination of the CIL charge would be met within existing resources and the Planning and Sustainable Development Budget.
- If a CIL charging schedule is adopted and operational, additional long term resource may be required to operate and govern the levy. This would be determined once the operation implications of the levy are understood and in any case there are provisions within the CIL regulations to use up to 5% of funds derived from CIL to administer the system.
- If adopted, 15% of CIL receipts are passed directly to Parish or Town Councils from each 'paying' development within their areas, subject to a yearly limit of £100 per council tax property. This increases to 25% if a neighbourhood plan has been adopted with no limitations. This is known as the neighbourhood portion of the levy.
- There are currently 6 'made' Neighbourhood Plans in Cheshire East (i.e. Bunbury, Holmes Chapel, Sandbach, Brereton, Audlem and Marton), with a further group of Neighbourhood Plans expected to reach the latter stages of preparation (examination and referendum) in this financial year and the remainder at earlier stages of Plan preparation.
- CIL is particularly designed to support infrastructure projects – and as such it has the potential to compliment or ease the costs attributed to the Capital Programme for those items contained on the Regulation 123 list.

7.4. Equality Implications

- An Equality Impact Assessment has been completed. As a result of performing the assessment there are no actions arising in relation to this matter.
- A CIL Charging Schedule is not a policy document but a local charge on development. The draft charging schedule set out in appendix A is based on evidence relating to infrastructure needs in Cheshire East to support the proposals in the Local Plan Strategy and the ability of development to support a CIL charge from a viability perspective.

7.5. Rural Community Implications

- In those areas where a CIL rate applies, Town and Parish Councils will directly receive some of the CIL receipts resulting from development in their area.

7.6. Human Resources Implications

- During the establishment and implementation of a CIL charging schedule, resource from Spatial Planning, Development Management (including Civicance), Revenue and Legal Services will be required to deliver the project. A wider cross service implementation officer group comprising representatives from services that have projects in the Infrastructure Delivery Plan will occasionally meet to advise and help the project shape the charging schedule.
- If a CIL charging schedule is adopted and operational, additional long term resource would be required to operate and govern the levy. This would be determined once the operation implications of the levy are understood and in any case can be covered financially by the levy.

7.7. Public Health Implications

- Depending on the infrastructure to be provided, there could be a positive impact on health, for example the provision of additional open space or opportunities for walking, cycling or access to services and facilities/

7.8. Implications for Children and Young People

- Depending on the infrastructure to be provided, there could be a positive impact on Children and Young people, for example the provision of educational facilities or other infrastructure at varying scales, either local or of a larger scale in the borough.

8. Risk Management

- 8.1. The CIL programme is managed under the wider Spatial Planning delivery programme and monitored corporately by the Project Management Office. A wider officer led CIL implementation group has been formed and governance arrangements currently being arranged.
- 8.2. CIL must be produced in accordance with legal requirements and will be subject to public examination, requiring robust evidence to ensure that CIL charging rates set an appropriate balance between the funding of infrastructure and the impact on viability on development across the borough.
- 8.3. The Housing White Paper, published on the 7th February 2017 notes that government is currently exploring longer term reforms to the system of developer contributions (S.106 and CIL) and intends to announce any changes to its current operation at the 2017 Autumn Budget Statement. The council will need to keep its approach to CIL under review in the light of any future changes to its overall operation.
- 8.4. In addition, following consultation on the draft charging schedule, if it is determined that the business case for CIL indicates that it is not supportive of the council's wider objectives on funding infrastructure and in obtaining S106 funding for infrastructure delivery, that the decision is delegated to proceed with the submission of a draft charging schedule to examination to the Executive Director of Place in consultation with the Portfolio Holder for Planning and Housing, in view of updated evidence relating to viability, its relationship with S106 obligations and any government reforms to the system of development contributions.
- 8.5. The council has prepared a Infrastructure Delivery Plan (July 2016 Update) to support the proposals in the Local Plan Strategy. The Infrastructure Delivery Plan sets out what additional infrastructure is considered to be needed in the Borough to support development and the funding sources based on appropriate available evidence. The Infrastructure Delivery Plan notes a total funding gap and contains a number of infrastructure schemes. Not all of the items noted in the Infrastructure Delivery Plan can be supported by CIL at the same time and therefore decisions relating to infrastructure priorities have had to be made. The approach, particularly for highways schemes, has been to focus generally on priority 1 infrastructure schemes, in the first instance. The Regulation 123 list can be reviewed in line with the requirements of the regulations when appropriate and justified over time.

9. Access to Information/Bibliography

Appendix A – draft charging schedule consultation document

Appendix B – draft charging schedule viability report (available online)

Appendix C – preliminary draft charging schedule consultation report

Appendix D – CIL draft policy document

Appendix E – Infrastructure projects document

Appendix F – CIL and planning obligations position statement

10. Contact Information

Contact details for this report are as follows:

Name: Sean Hannaby
Designation: Director of Planning and Sustainable Development
Tel. No.: 01270 685893
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COMMUNITY INFRASTRUCTURE LEVY

Prepared in line with the CIL regulations, a Draft Charging Schedule along with the CIL Charging Zone Map setting out the Council's proposals for the levy, for the purposes of public consultation.

*DRAFT CHARGING
SCHEDULE*

SEPTEMBER 2017





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1 Introduction

1.1 The Community Infrastructure Levy is a planning charge used as a tool for Local Authorities, in England and Wales, to help deliver infrastructure to support development in their area. It was introduced under the Planning Act 2008 (as amended by the Localism Act 2011) and came into force under the 2010 Community Infrastructure Levy Regulations ("CIL Regs") (and subsequent amendments).

1.2 In line with the CIL regulations, the Council has prepared a draft charging schedule (appendix A) for consultation along with the CIL charging zone map (appendix B). This sets out the Council's proposals for the levy, for public consultation and is accompanied by appropriate and available evidence. A draft regulation 123 list has been published alongside the consultation (appendix C).

2 Your Views and How to Respond

2.1 The draft charging schedule and accompanying documents are available for public comment for a six week period, between x **September to October 2017**.

2.2 The accompanying documents include;

- The draft charging schedule economic viability study - prepared by consultants Keppie Massie.
- The preliminary draft charging schedule consultation report
- The CIL draft policy document
- Infrastructure projects document
- CIL and planning obligations position statement

2.3 The Infrastructure Delivery Plan Update (July 2016) prepared to support the adopted Local Plan Strategy has been used as a basis of the infrastructure evidence used to justify a future CIL charge in the Borough. This document can be viewed on the [Local Plan Strategy examination library](#).⁽¹⁾

2.4 Following the consideration of comments received to the draft charging schedule, alongside updated evidence relating to viability, its relationship with S106 obligations and any government reforms to the system of development contributions will be considered before deciding whether to proceed to examination and, ultimately, adoption.

Making Comments

2.5 Comments on the draft charging schedule should be made using the online consultation portal which can be accessed using the following website link - www.cheshireeast.gov.uk/localplan. You can also pick up a paper comments form from customer service centres at Macclesfield and Crewe and return it to the Council's Headquarters at Westfields, Middlewich Road, Sandbach, CW11 1HZ.

1 <http://cheshireeast-consult.limehouse.co.uk/portal/planning/cs/library> (Ref PC B033)



2.6 Only comments received during the consultation period will be considered. Anonymous comments cannot be accepted. The Council asks that comments are made electronically where possible, to save time and money. However, comments made using the paper forms will be accepted.

2.7 Contacting the Spatial Planning Team:

You can contact the Spatial Planning Team via:

- E-mail: cil@cheshireeast.gov.uk or localplan@cheshireeast.gov.uk
- Telephone: 01270 685893
- Post: Spatial Planning, Cheshire East Council, Westfields, Middlewich Road, C/O Earle Street, Crewe, CW1 2BJ

3 CIL Overview

What is Community Infrastructure Levy ("CIL")?

3.1 CIL is a planning charge on new development to help fund infrastructure. It is based on the size and type of development and once a CIL charging schedule is set in an area, is mandatory to pay and non-negotiable. The funds raised must be used to provide infrastructure which is required to support new development across the area.

What development is liable for CIL

3.2 The levy may be payable on development which creates net additional floor space, where the gross internal area of new build exceeds 100 square metres. That limit does not apply to new houses or flats, and a charge can be levied on a single house or flat of any size, unless it is built by a self builder.

3.3 The following forms of development do not pay CIL;

- Development of less than 100 square metres unless a whole house, in which case the levy is payable
- Houses, flats, residential annexes and residential extensions which are built by 'self builders'
- Social housing that meets relief criteria
- Charitable development that meets relief criteria
- Buildings into which people do not normally go
- Buildings into which people go intermittently for the purpose of inspecting or maintaining fixed plant or machinery
- Structures that are not buildings, such as pylons and wind turbines
- Specified types of development which local authorities have decided should be subject to a zero rate and specified as such in the charging schedule
- Vacant buildings brought back into the same use



- Where the levy liability is calculated to be less than £50, the chargeable amount is deemed to be zero so no levy is due
- Mezzanine floors inserted into an existing building are not liable for the levy unless they form part of a wider planning permission that seeks to provide other works as well.

3.4 Further guidance and definitions of the above are set out in the relevant sections of the Planning Practice Guidance and CIL regulations 2010 (and as subsequently amended).

Who is liable to pay CIL

3.5 Landowners are liable to pay CIL. Developers may take liability to pay the CIL charge on behalf of the landowner.

What are the benefits of CIL

3.6 The benefits of CIL include:

- CIL provides a clearer mechanism for funding infrastructure in a given area, and provides clarity, certainty and transparency from the outset about how much money a scheme will be expected to contribute to infrastructure provision
- CIL collects contributions from a wider range of developments
- CIL provides local authorities with greater flexibility to set their own priorities and spending on infrastructure projects
- CIL is non-negotiable and therefore should save time by reducing the overall need for full negotiations on the levels of contributions certain schemes should pay

Neighbourhood portion of the Levy

3.7 Parishes where development takes place will receive their own portion of CIL to spend on infrastructure. In areas where there is no Neighbourhood Plan this will be 15%, capped at £100 per existing dwelling to be spent on local priorities. Where a Neighbourhood Plan is in place the portion increases to 25% uncapped as a government incentive to prepare a Neighbourhood Plan.

3.8 There are currently some 40 Neighbourhood Development Plans in preparation across the Borough, with 6 'made' neighbourhood plans and a number reaching key stages in their development. The Council offers support packages for those groups preparing Neighbourhood Plans in the Borough. Further information on the Council's approach to neighbourhood planning can be found at www.cheshireeast.gov.uk/localplan

3.9 The neighbourhood portion of the levy can be spent on items that 'support the development of the area' (see regulation 59C of the Community Infrastructure Levy Regulations for details).

3.10 Once the levy is in place, parish, and town councils are encouraged to work closely with their neighbouring councils and the charging authority to agree on infrastructure spending priorities. If the parish or town council shares the priorities of the charging authority, they may agree that the charging authority should retain the neighbourhood funding to spend on that infrastructure. It may be that this infrastructure (eg a school) is not in the parish or town council's administrative area, but will support the development of the area.



3.11 If a parish or town council does not spend its levy share within 5 years of receipt, or does not spend it on initiatives that support the development of the area, the charging authority may require it to repay some or all of those funds to the charging authority (see regulation 59E(10) for details).

3.12 For each year when they have received neighbourhood funds through the levy, parish and town councils must publish the information specified in regulation 62A. They should publish this information on their website or on the charging authority's website. If they haven't received any money they do not have to publish a report, but may want to publish some information to this effect in the interests of transparency.

Relationship to S106 / S278 agreements

3.13 The Council currently focuses financial contributions for infrastructure from new development through S106 agreements. The purpose of such agreements are to help secure infrastructure required to mitigate site-specific impacts arising from development. S.106 agreement(s) include three key tests in that it must be (a) necessary, (b) directly related, and (c) related in scale and kind to the proposed development.

3.14 The existing Section 106 (S106) system in Cheshire East will remain in place and will continue to be used for affordable housing and for site specific measures such as open space, play areas and other infrastructure provided within the site, not identified to be collected via CIL to make a development acceptable in planning terms.

3.15 CIL Regulation 123 introduced 'pooling restrictions' which limited the Council's ability to use S106 to fund infrastructure from 6 April 2015. Specifically, the Regulation limits S106 obligations where five or more contributions have been entered into on or after the 6 April 2010 in respect of a specific infrastructure project or type.

3.16 A section 278 agreement (or S278) is a section of the Highways Act that allows developers to enter into a legal agreement with the council to make alterations or improvements to a public highway, as part of a planning application. Section 278 agreements will remain in place and will continue to be used by the Council. Conditions attached to a planning permission will also be used in order to ensure developments contribute to the infrastructure requirements of sites.

Regulation 123 List

3.17 CIL regulations asks the Council to set out a draft list of the projects and types of infrastructure that are to be funded in whole or part by the CIL. Following adoption of a future CIL Charging Schedule, this draft list will form the basis of the Council's 'Regulation 123 List' of projects wholly or partly funded by CIL receipts for which S.106 planning obligations cannot be sought. This requirement is specifically designed to prevent 'double charging' of developers. The list has to be published and any revisions to it are subject to appropriate consultation.

3.18 The Infrastructure Delivery Plan sets out what additional infrastructure is considered to be needed in the borough to support development and the funding sources based on appropriate available evidence. The Infrastructure Delivery Plan notes a total funding gap and contains a number of infrastructure schemes. Not all of the items noted in the Infrastructure Delivery Plan can be supported by CIL at the same time and therefore decisions relating to infrastructure priorities have had to be made. The approach, particularly for highways schemes,



has been to focus generally on priority 1 infrastructure schemes, in the first instance. The Regulation 123 list can be reviewed in line with the requirements of the regulations when appropriate and justified over time.

3.19 During the consultation and adoption of a future CIL Charge, the Council will continue to review infrastructure provision best funded through CIL and included on the regulation 123 list and which, being site-specific measures, should remain for negotiation through S.106.

4 Background Evidence

4.1 In order to set a CIL Charge, the authority, in line with the regulations, must have:

- An up to date development plan (in this case the Local Plan Strategy);
- Evidence of infrastructure funding gap (to justify a future CIL Charge and Regulation 123 list);
- Evidence on viability and the need to strike an appropriate balance between the desire to fund infrastructure and the effects on economic viability.

Local Plan Strategy ("LPS")

4.2 The Cheshire East Council adopted the Local Plan Strategy in July 2017. Policy IN1 (Infrastructure) of the Local Plan Strategy sets out that infrastructure delivery will take place in a phased, co-ordinated manner guided by the Infrastructure Delivery Plan. The policy states that the CIL Charging Schedule will be used to pool developer contributions towards local and strategic infrastructure. Policy IN2 (Developer Contributions) includes reference to the suite of funding mechanisms the Council will use towards funding the necessary and required infrastructure in the Borough, including a future CIL Charging Schedule.

4.3 The Council has started work on the second part of its Local Plan, the Site Allocations and Development Policies document which will provide further detailed policies and allocate sites.

Infrastructure Delivery Plan ("IDP")

4.4 Statutory guidance requires a CIL Charging authority to identify the total cost of infrastructure that it desires to fund in whole or in part from the Levy.

4.5 The Council has prepared a Infrastructure Delivery Plan (July 2016 Update)⁽²⁾ to support the proposals in the Local Plan Strategy. This consultation document on the draft charging schedule should be read in conjunction with the Infrastructure Delivery Plan. The Infrastructure Delivery Plan sets out what additional infrastructure is considered to be needed in the Borough to support development and the funding sources based on appropriate available evidence.

² <http://cheshireeast-consult.limehouse.co.uk/portal/planning/cs/library> (Ref PC B033)



4.6 The Infrastructure Delivery Plan notes a total funding gap of between £372,763,650 to £450,645,650. This justifies the creation and implementation of a CIL charging schedule, alongside other funding sources, to deliver appropriate infrastructure in the Borough to support the proposals contained within the emerging Local Plan Strategy.

4.7 It should be noted that CIL will form one funding stream, which will be used to reduce any funding gap to support the proposals in the emerging Local Plan Strategy and will be used alongside other funding sources including that from central government, the Local Authority's own capital receipts or other mechanisms such as S.106 agreements / S.278 agreements.

Evidence of Viability

4.8 Keppie Massie have assisted the Council in preparing and carrying out viability evidence to support a future CIL charge in the Borough. The viability appraisal evidence undertaken to support the draft charging schedule has been updated following the consultation on the preliminary draft charging schedule and reflects any changes in market conditions.

4.9 The draft charging schedule viability assessment report prepared by Keppie Massie sets out recommendations based on high level scenario testing and consideration of evidence on CIL rates that could reasonably be supported in the Borough. It also takes account of testing of a selection of Local Plan Strategy sites across the Borough. The evidence base work provides the basis for preparing a CIL charging schedule for the Borough and has been produced to be robust to support the Council through a future CIL Charge.

4.10 A key test in deriving a CIL rate is that it must not have a detrimental effect on development (taken as a whole) in the borough area. Regulation 14 of the CIL Regulations recognises that the CIL rate set may put some development at risk. A charging authority must look at the potential effects of charges “taken as a whole” on the viability of development “across its area”. Evidence may show that proposed rates may make a particular development on any given site unviable. But, unless that development threatens the delivery of the plan as a whole, the duty (to achieve an appropriate balance) in Regulation 14 is still likely to be met.

5 Implementation of CIL

Collecting the Levy

5.1 Cheshire East Council as the charging authority will be responsible for collecting CIL payments.

5.2 The levy becomes payable once development has started and is the responsibility of the landowner in normal circumstances, although the developer may assume liability instead.

5.3 The CIL regulations are clear on how CIL is calculated including approaches to indexation to take account of inflation. Part 8 of the Community Infrastructure Levy Regulations 2010 (as amended) sets out the legal framework for calculating and collecting the Levy.

5.4 The Council will monitor the effectiveness of the CIL Charging Schedule, once adopted, and will review on the basis of changed economic conditions or when there is clear evidence of the balance of infrastructure delivery and viability are threatened. In addition, monitoring



indicators contained in the Local Plan Strategy and the introduction of future development plan documents may provide triggers for future review of the CIL Charging Schedule as would changes to national guidance / regulations on such matters.

5.5 The Council recognises the viability issues associated with the payment of financial contributions and considers that a policy on the potential deferment of payment of financial contributions through an instalment policy is appropriate. The Council proposes to operate an Instalment Policy made in line with Regulation 70 of the Community Infrastructure Levy Regulations 2010 (as amended) should CIL be adopted. The Council has provided an instalment policy separately and the intention of this policy is to assist with the delivery of larger projects. Due to the discretionary nature of the instalment policy, the Council can withdraw or amend this policy at any time.

5.6 Draft policies on Discretionary Charitable Relief and Discretionary Social Housing Relief are provided separately. Due to their nature, the Council can withdraw or amend such policies at any time.

5.7 The Council has also set out the circumstances where it will consider the receipt of land or items of infrastructure instead of CIL monies. This will be considered on a site by site basis and the approach is set out in the draft CIL policies document, published separately.

5.8 At this time, it is not considered appropriate to introduce an exceptional circumstances relief policy. Given that the draft CIL rates are set at such a level to strike an appropriate balance between the need to fund infrastructure and the potential implications for the economic viability of development in the borough. The Council will keep this situation under review and has the discretion to introduce this policy at any time if market conditions change.

6 Draft Charging Schedule

6.1 The Community Infrastructure Levy draft charging rates for development across the Cheshire East Council area are proposed as follows:

Development Type	Zone	Initial Proposed Rate of CIL (per sqm)
Residential (Use Class C3)	Zone 1 - Crewe, Macclesfield, Alsager, Congleton, Handforth, Middlewich, Nantwich, Sandbach, Audlem, Bunbury, Bollington, Chelford, Disley, Goostrey, Haslington, Holmes Chapel, Shavington and Wrenbury	£0
Residential (Use Class C3)	Zone 2 - Crewe Hinterland	£22



Development Type	Zone	Initial Proposed Rate of CIL (per sqm)
Residential (Use Class C3)	Zone 3 - Knutsford, Alderley Edge, Mobberley, Prestbury, Poynton and Wilmslow	£57
Residential (Use Class C3)	Zone 4 - rural areas to the south and central areas of Cheshire East	£71
Residential (Use Class C3)	Zone 5 - rural areas to the north of the Borough	£168
Apartments (Use Class C3)	Zone 3 + 5	£60
Hotels (Use Class C1)	Whole Borough	£0
Retail Uses	Retail Zone 1 - Retail Parks at Grand Junction in Crewe and Handforth Dean in Handforth	£66
Retail Uses	Outside of Retail Zone 1	£0
Offices (Use Class B1)	Whole Borough	£0
General Industrial (Use Class B2)	Whole Borough	£0
Storage and Distribution (Use Class B8)	Whole Borough	£0
All Other Uses (Whole Borough)	Whole Borough	£0

Table 6.1 Proposed CIL Rates (per sqm)

6.2 Consultants Keppie Massie has undertaken detailed appraisals of a selection of Local Plan Strategy Sites to inform the overall CIL position in the draft charging schedule. The testing suggests that the following sites should be subject to a zero CIL rate (the proposed CIL rates for other Local Plan Strategy sites will be as per the charging zone they are located in CIL Charging Zone map(s) set out in appendix B of this document)



LPS Ref	Site	Settlement	No Dwellings	Proposed CIL Rate in DCS (per sqm)
LPS 1	Central Crewe	Crewe	Mixed Use	0
LPS 2	Basford East	Crewe	850 inc 24 ha emp	0
LPS 3	Basford West	Crewe	370 homes and 22 ha emp	0
LPS 4	Leighton West	Crewe	850 inc 5 ha emp	0
LPS 8	South Cheshire Growth Village	Crewe	650 homes	0
LPS 12	Central Macclesfield	Macclesfield	Mixed	0
LPS 13	South Macclesfield Development Area	Macclesfield	1050 homes and 5 ha emp	0
LPS 21	Twyfords and Cardway	Alsager	550 new homes	0
LPS 23	Radway Green Brownfield	Alsager	10 ha redevelopment of employment land	0
LPS 24	Radway Green Extension	Alsager	25 ha of employment land	0
LPS 25	Radway Green North	Alsager	12 ha of employment land	0
LPS 26	Back Lane/Radnor Park	Congleton	750 and 5-7 ha emp	0
LPS 27	Congleton Business Park Extn	Congleton	625 homes and 13 ha of employment/commercial	0
LPS 28	Giantswood Lane	Congleton	150 homes	0



LPS 29	Giantswood Lane to Manchester Road	Congleton	500 homes	0
LPS 30	Manchester Road to Macclesfield Road	Congleton	450 homes	0
LPS 31	Tall Ash Farm	Congleton	225 new homes	0
LPS 33	North Cheshire Growth Village	Handforth	1500 and 12 ha emp	0
LPS 42	Glebe Farm	Middlewich	525	0
LPS 43	Brooks Lane	Middlewich	200 homes and associated facilities	0
LPS 44	Midpoint 18	Middlewich	70 ha of employment	0
LPS 45	Land off Warmingham Lane West (Phase 2)	Middlewich	235	0
LPS 47	Snow Hill	Nantwich	Mixed Use	0
LPS 51	Adlington Business Park	Poynton	10 ha of employment land	0
LPS 55	Wilmslow Business Park	Wilmslow	6.3 ha emp	0
LPS 60	Wardle Improvement Area	Wardle	61 ha of emp	0

Table 6.2 Local Plan Strategy sites where a zero CIL rate is proposed (per sqm)

6.3 In order to assist with the interpretation of the scaled plan in appendix B and for the avoidance of doubt, the proposed CIL rates for Local Plan Strategy sites subject to a CIL charge are as follows:

LPS Ref	Site	Settlement	No Dwellings	Proposed CIL Rate in DCS (per sqm)
LPS 5	Leighton	Crewe	500 homes	22



LPS 6	Crewe Green	Crewe	150 homes	22
LPS 7	Sydney Road	Crewe	525 homes	22
LPS 9	Shavington / Wybunbury Triangle	Crewe	400	22
LPS 10	East Shavington	Crewe	275	22
LPS 11	Broughton Road	Crewe	175	22
LPS 14	Land East of Fence Avenue	Macclesfield	250 homes	71
LPS 15	Land at Congleton Road	Macclesfield	300 and 10 ha emp	71
LPS 16	Land south of Chelford Road	Macclesfield	200 homes	71
LPS 17	Gaw End Lane	Macclesfield	300 homes	71
LPS 18	Chelford Road and Whirley Road	Macclesfield	150 homes	71
LPS 20	White Moss Quarry	Alsager	350 new homes and local centre	71
LPS 22	Former MMU	Alsager	400 new homes and leisure hub	71
LPS 32	North of Lamberts Lane	Congleton	225 new homes	71
LPS 34	Land Between Clay Lane and Sagars Road	Handforth	250	168
LPS 36	North West Knutsford	Knutsford	500 and 7.5 ha emp	168
LPS 37	Parkgate Extension	Knutsford	200 new homes and 6 ha employment	168
LPS 38	Land South of Longridge	Knutsford	225	168



LPS 46	Kingsley Fields	Nantwich	1100 new homes, retail and 2 ha of employment	71
LPS 48	Land Adjacent to Hazelbadge Road	Poynton	150 new homes	168
LPS 49	Land at Spink Farm	Poynton	150 new homes	168
LPS 50	Land south of Chester Road	Poynton	150	168
LPS 53	Land Adj to J17 of M6	Sandbach	450 new home and 20 ha of employment	71
LPS 54	Royal London including land west of Alderley Road	Wilmslow	175 and 5 ha emp	168
LPS 56	Land at Little Stanneylands	Wilmslow	200 homes	168
LPS 57	Heathfield Farm (allocation)	Wilmslow	150	168
LPS 61	Alderley Park	Alderley	200-300 new homes and employment	168

Table 6.3 Local Plan Strategy Sites CIL rates (per sqm)

7 Next Steps

7.1 The draft charging schedule, regulation 123 list and supporting documentation is published for six weeks of consultation. The comments received will then be reviewed, analysed and responses provided by the Council. During this period, representations can be made and any person making a representation has the right to be heard at a future CIL Examination in Public.

7.2 Where any changes are made to a draft charging schedule after publication, the council must set these out in a 'statement of modifications'. This should include any steps considered necessary to inform people who were invited to make representations on the draft charging schedule that this statement has been published and consulted for a further 4 week period.

7.3 Following a decision by the Council to proceed towards adoption, the charging schedule would then be submitted and examined by an independent person. The CIL examiner following consideration of the evidence and comments received can recommend approval, or approval subject to modification, or rejection of the CIL charging schedule. Subject to the



recommendation of approval, the CIL charging schedule, will then be taken forward for adoption by the Council with implementation of CIL recommended from a published date following the Council meeting.

7.4 In November 2015, the Government announced an independent group to conduct a review of the Community Infrastructure Levy and the extent to which it is meeting its objectives. The CIL advisory groups report has been submitted to Government. The Housing White Paper, published on the 7th February 2017 notes that Government is currently exploring longer term reforms to the system of developer contributions (S.106 and CIL) and intends to announce any changes to its current operation at the 2017 Autumn Budget Statement. The Council will keep its position on CIL under review and will respond to any future changes in its operation as and when appropriate.



8 Glossary

Charging Authority	A charging authority is the collecting authority for CIL charged in its area. The charging authority prepare relevant CIL proposals for their area including an assessment of the infrastructure needs for which the levy may be collected.
Charging Schedule	The charging schedule is a document that sets out community infrastructure levy rates of a charging area
Community Infrastructure Levy (CIL)	A levy on development allowing local authorities to raise funds from owners or developers of land undertaking new building projects in their area.
Development Plan	This includes adopted Local Plans and Neighbourhood Plans and is defined in Section 38 of the Planning and Compulsory Purchase Act 2004.
Draft Charging Schedule	This is the document prepared for the second stage of statutory consultation required in the production of charging schedule. This document will be consulted upon before being examined by an independent examiner.
Infrastructure	Basic services necessary for development to take place, for example, roads, electricity, sewerage, water, education, sport/recreation and health facilities.
Infrastructure Development Plan	National planning policy formally requires Local Authorities to demonstrate sufficient infrastructure exists, or will be provided, to support their strategies for new development as set out in their Local Plan documents. The Infrastructure Development Plan is a supporting document to the Local Plan
Local Plan	The plan (which can comprise one or more documents) for the future development of the local area, drawn up by the Council in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. The term includes old policies which have been saved under the 2004 Act.
Local Plan Strategy	A development plan document and the first part of the Council's Local Plan. It sets out the overall planning framework for the area. It includes strategic policies and allocations to achieve sustainable development.
Preliminary Draft Charging Schedule	This is the document prepared for the first statutory consultation required in the production of the Charging Schedule.



- Planning obligation** A legally enforceable obligation entered into to mitigate the impacts of a development proposal.
- Regulation 123 list** The Regulation 123 List provides for charging authorities to set out a list of those projects or types of infrastructure that it intends to fund, or may fund, through the levy once CIL is adopted.
- Section 106 agreement** Section 106 (S106) of the Town and Country Planning Act 1990 allows a local planning authority to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. The obligation is termed a Section 106 Agreement and is a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms.
- Section 278 agreement** A Section 278 Agreement is a legally binding document between the Local Highway Authority and the developer to ensure that the work to be carried out on the highway is completed to the standards and satisfaction of the Local Highway Authority.



Appendix A Draft Charging Schedule

The Charging Authority

A.1 The charging authority is Cheshire East Council

Date of Approval

A.2 The CIL draft charging schedule was approved for consultation on the 12th September 2017

Statutory Compliance

A.3 The CIL draft charging schedule has been issued, approved and published in accordance with the Community Infrastructure Levy Regulations 2010 (and as subsequently amended) and part 11 of the Planning Act 2008 (as amended by part 6 of the Localism Act 2011).

A.4 In setting the Levy rates, the Council considers that it has struck an appropriate balance between;

- The desirability of funding infrastructure in whole or in part the actual and estimated total cost of infrastructure required to support the development of its area, taking into account other actual and expected sources of funding; and
- The potential effects, taken as a whole, of the imposition of CIL on the economic viability of development across the Borough of Cheshire East.

Calculating the CIL Chargeable Amount

A.5 CIL charges will be calculated in accordance with Regulation 40 of the Community Infrastructure Levy Regulations 2010 (as amended).

A.6 CIL is charged on the net additional internal floor area of development.

A.7 In summary (and subject to any changes that have occurred or may occur as a result of future amendments to the Regulations) the amount of CIL chargeable will be calculated as follows: CIL Rate x Chargeable Floor Area x BCIS Tender Price Index (at Date of Planning Permission) / BCIS Tender Price Index (at Date of Charging Schedule)

A.8 The Chargeable Floor Area makes allowance for previous development on the site. The net chargeable floor area amounts to the gross internal area of the chargeable development less the gross internal area of any existing buildings that qualify for exemption on the site.

A.9 Where buildings are demolished to make way for new buildings, the charge will be based on the eligible floorspace of new buildings less the eligible floorspace of the demolished buildings, provided the buildings were in lawful use prior to demolition.

A.10 A building is considered to be in lawful use if the building contains a part that has been in lawful use for a continuous period of at least six months within the period of three years ending on the day planning permission first permits the chargeable development.



A.11 If the CIL amount calculated is less than £50 no charge will apply.

A.12 The relevant rates are the rates as set out in the Charging Schedule which apply to type and location of the relevant development. They apply at the time planning permission first permits the chargeable development.

A.13 This summary does not take account of every aspect of the Regulations.

CIL Rates

A.14 The Community Infrastructure Levy draft charging rates for development across Cheshire East Council area are as follows:

Development Type	Zone	Initial Proposed Rate of CIL (per sqm)
Residential (Use Class C3)	Zone 1 - Crewe, Macclesfield, Alsager, Congleton, Handforth, Middlewich, Nantwich, Sandbach, Audlem, Bunbury, Bollington, Chelford, Disley, Goostrey, Haslington, Holmes Chapel, Shavington and Wrenbury	£0
Residential (Use Class C3)	Zone 2 - Crewe Hinterland	£22
Residential (Use Class C3)	Zone 3 - Knutsford, Alderley Edge, Mobberley, Prestbury, Poynton and Wilmslow	£57
Residential (Use Class C3)	Zone 4 - rural areas to the south and central areas of Cheshire East	£71
Residential (Use Class C3)	Zone 5 - rural areas to the north of the Borough	£168
Apartments (Use Class C3)	Zone 3 + 5	£60
Hotels (Use Class C1)	Whole Borough	£0
Retail Uses	Retail Zone 1 - Retail Parks at Grand Junction in Crewe and Handforth Dean in Handforth	£66
Retail Uses	Outside of Retail Zone 1	£0



Development Type	Zone	Initial Proposed Rate of CIL (per sqm)
Offices (Use Class B1)	Whole Borough	£0
General Industrial (Use Class B2)	Whole Borough	£0
Storage and Distribution (Use Class B8)	Whole Borough	£0
All Other Uses (Whole Borough)	Whole Borough	£0

Table A.1 Draft Charging Schedule CIL Rates (per sqm)



Appendix B Charging Zone Map

Residential CIL Rates

B.1 Figures B1-B3 present the proposed residential CIL charging areas based on the outcomes of the Keppie Massie Draft Charging Schedule Viability Assessment. The Borough has been considered on a Town and Parish basis and the urban areas are defined by the boundaries (settlement boundary and / or green belt boundary) in the legacy Crewe and Nantwich, Congleton and Macclesfield Local Plan documents as amended by the Local Plan Strategy and a selection of site testing as set out in the Keppie Massie draft charging schedule viability report.

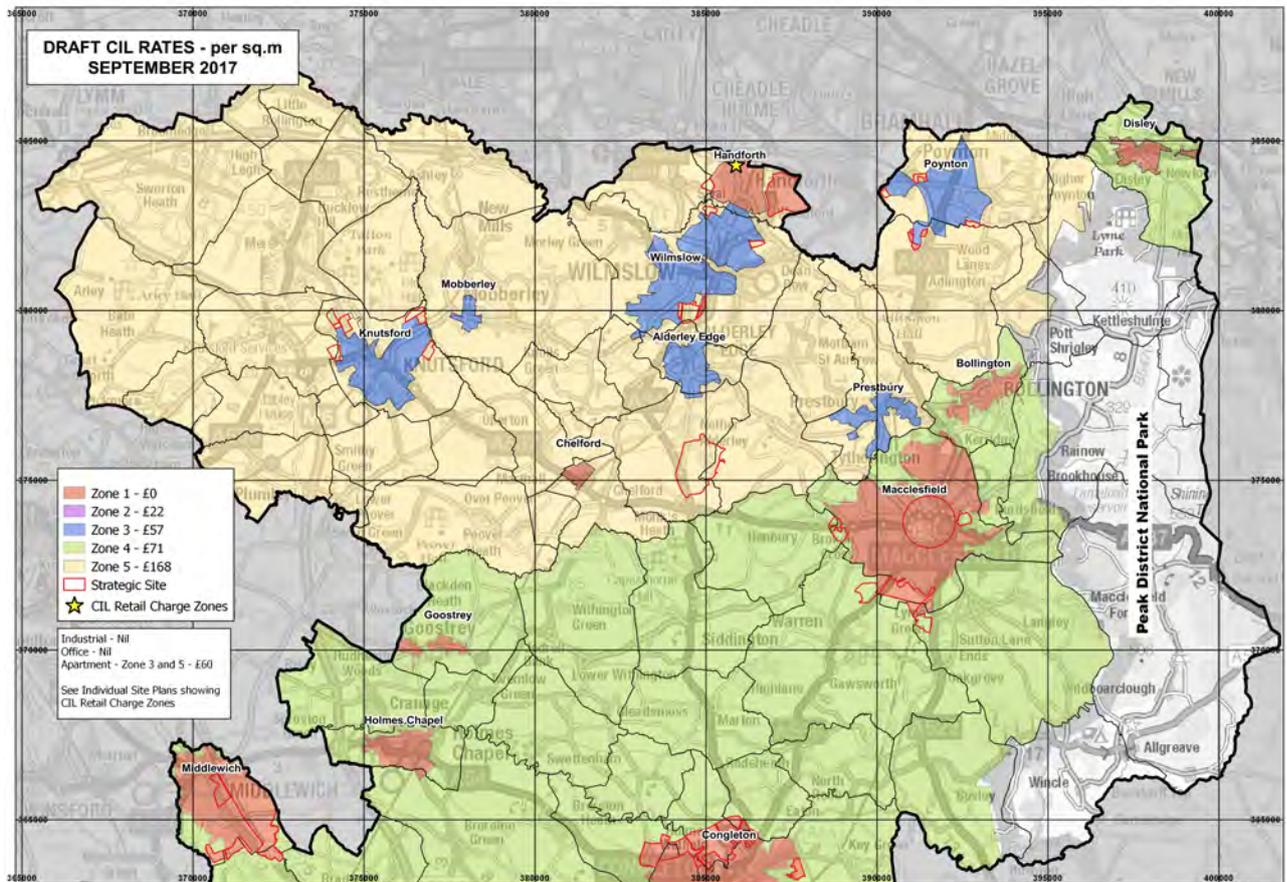


Figure B.1 Northern Area CIL Map (rates set per sqm)

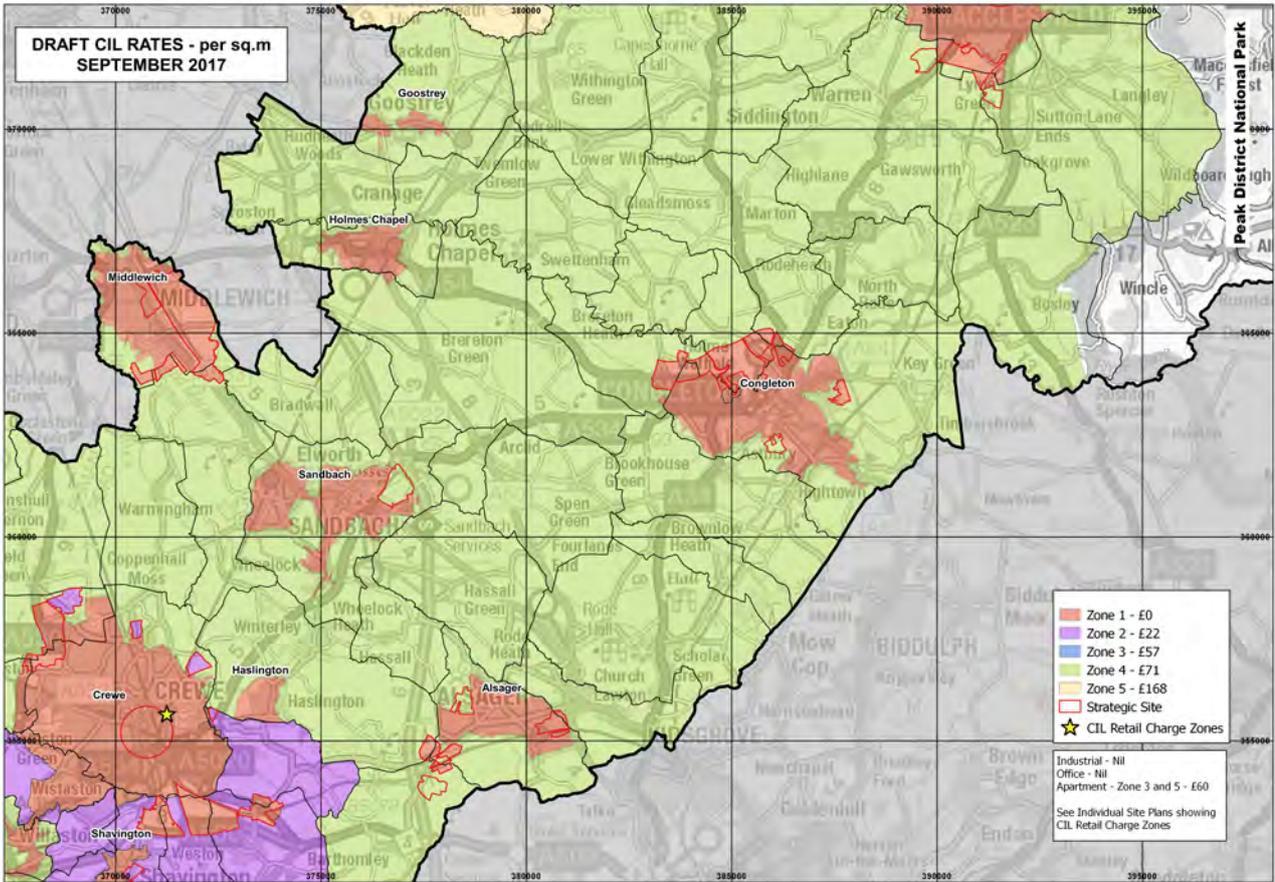


Figure B.2 Central Area CIL Map (rates set per sqm)

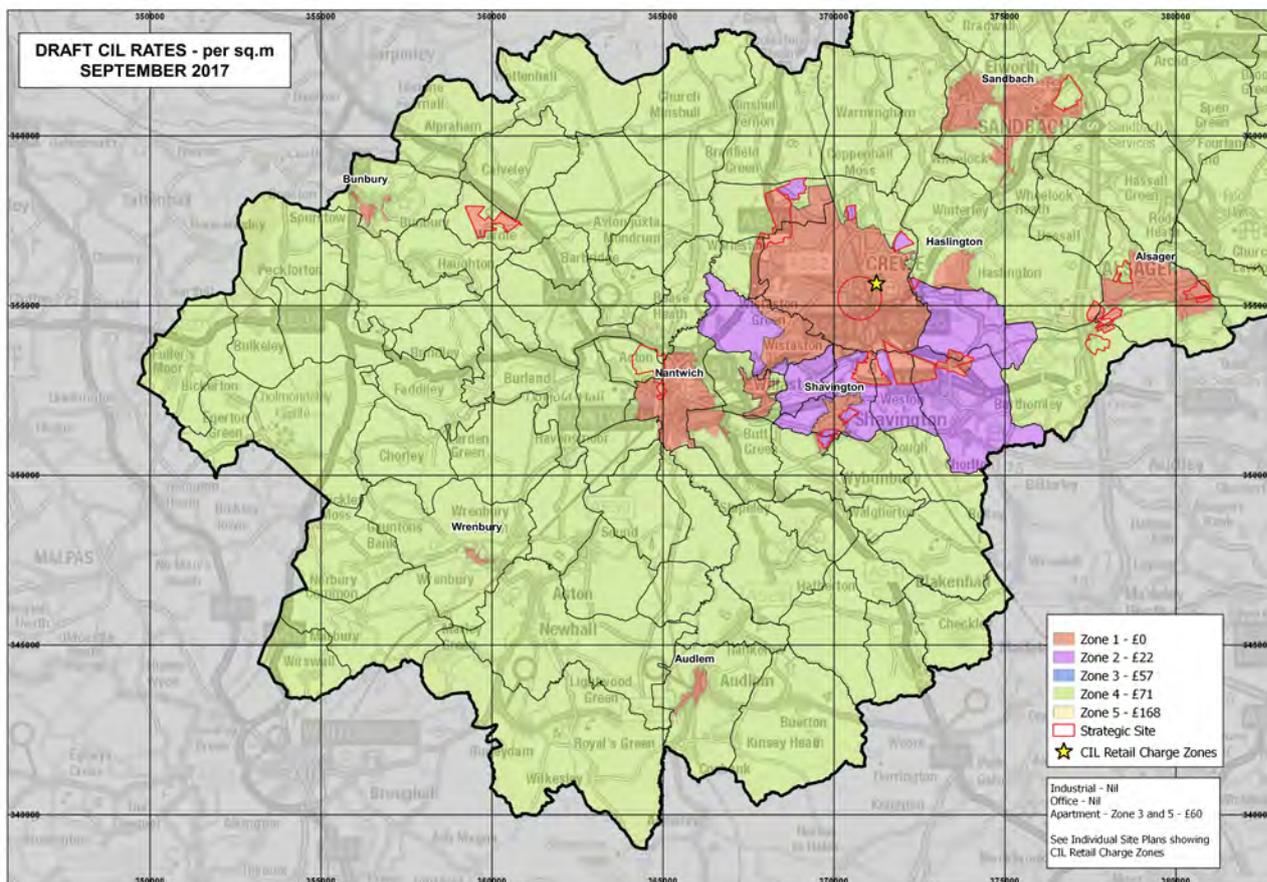


Figure B.3 Southern Area CIL Map (rates set per sqm)

Retail CIL Rates

B.2 Figures B4 and B5 set out the proposed Retail CIL rates for the areas of Handforth Dean in Handforth and Grand Junction Retail Park in Crewe as evidenced by the Keppie Massie Draft Charging Schedule Viability Assessment.

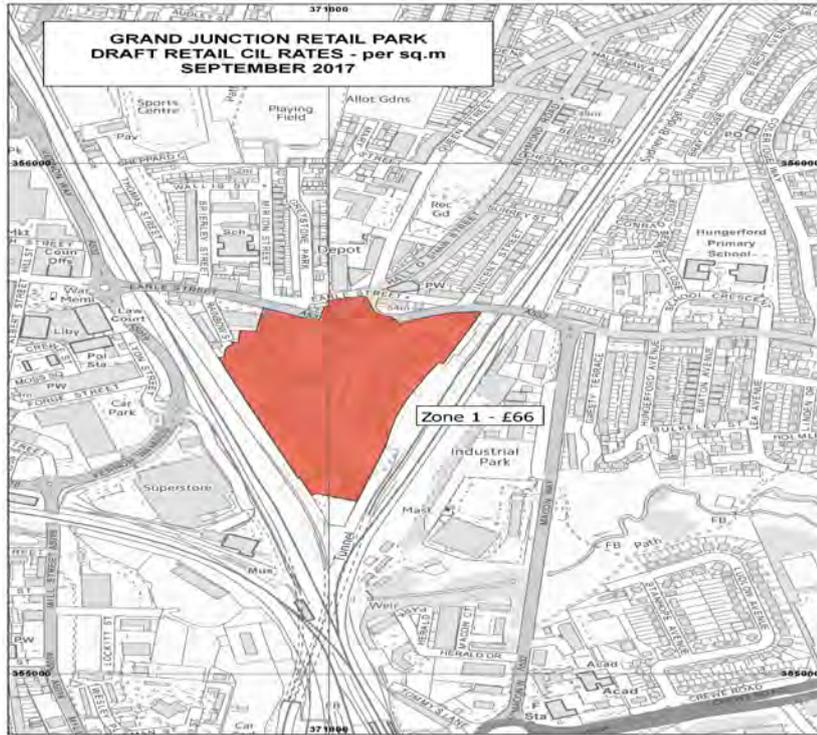


Figure B.4 Grand Junction Crewe CIL Rates (rate set per sqm)

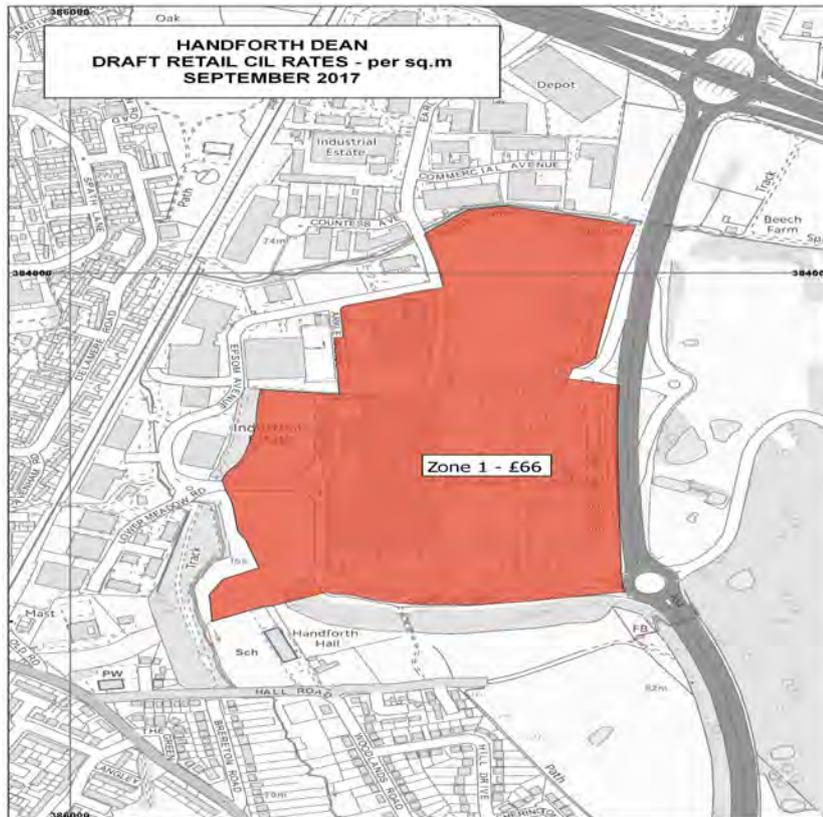


Figure B.5 Handforth Dean CIL Retail Charging Area (rate set per sqm)



Appendix C Draft Regulation 123 List

C.1 N.B. produced as information to support the Community Infrastructure Levy draft charging schedule consultation.

C.2 The following list sets out the type of infrastructure or projects, the Council may fund, wholly or in part, through Community Infrastructure Levy receipts once a charging schedule is adopted. **The inclusion of a type of infrastructure or project on the Regulation 123 list does not represent a commitment by the Council to fund that infrastructure through Community Infrastructure Levy receipts. The order does not imply a priority or preference for funding. The list will be reviewed following consultation on the draft charging schedule and periodically, subject to a decision to adopt a CIL charge in the borough, taking into account emerging infrastructure requirements to support the timely delivery of new development within the borough.**

C.3 The list is based upon the infrastructure projects or types set out in the Infrastructure Delivery Plan (July 2016 Update) to include items that will support growth identified in the adopted Local Plan Strategy for the period (2010-2030).

C.4 The Community Infrastructure Regulations 2010 (as amended) restricts the use of planning obligations secured through S106 agreements for infrastructure that will be funded in whole or in part by the Community Infrastructure Levy. This is to ensure there is no duplication between CIL and planning obligations in funding the same infrastructure projects. In addition, a development should not have to contribute twice towards the same piece of highways infrastructure through works carried out under Section 278 of the Highways Act 1980, and monies or land provided through CIL.

C.5 The relationship between CIL and planning obligations are explained in the Planning Practice Guidance where it notes that it is possible that site specific mitigation may still be necessary subject to certain limits, namely:

- The application of the statutory test with respect to planning obligations (regulation 122) namely - necessary to make the development acceptable in planning terms, directly relevant to the development and fairly and reasonably related in scale and kind;
- Ensuring no overlap between CIL and Planning Obligations;
- Imposing a 5 limit pooled contribution from planning obligations towards infrastructure that may be funded by the levy.

C.6 In accordance with the CIL Regulations, the Council will pass 15% of relevant CIL receipts to the Town/Parish Council for that area, capped at £100 per dwelling on existing dwellings. If the town/parish council adopts a neighbourhood plan, this percentage will be increased to 25% (uncapped).

C.7 The list below sets out those infrastructure projects that Cheshire East Council currently intends may be wholly or partly funded by CIL, with clarification notes and S106 requirements.



1) Infrastructure Type or Project that could potentially be funded through CIL	2) Any exclusions - to be secured potentially through section 106, section 278 or other means except those items specified in column 1.
<p>Transport (Roads and other transport facilities including public transport provision)</p> <p>Alsager</p> <ul style="list-style-type: none"> B5077 Crewe Road/B5078 Sandbach Road North junction improvements <p>Crewe</p> <ul style="list-style-type: none"> Improvements to the A5020 Weston Gate Roundabout Crewe Bus Station Relocation <p>Macclesfield</p> <ul style="list-style-type: none"> Macclesfield Town Centre Movement Strategy <p>Nantwich</p> <ul style="list-style-type: none"> Burford junction improvements, to include complementary improvements on surrounding network Alvaston roundabout junction improvements Peacock roundabout junction improvements <p>Wilmslow</p> <ul style="list-style-type: none"> A34/A538 West junction improvements A34/ Alderley Road / Wilmslow Road <p>General</p> <ul style="list-style-type: none"> Canal towpath improvements 	<p>Transport assessments, Travel Plans and Travel Plan monitoring in line with Policy C04 (Travel Plans and Travel Assessments) of the Local Plan Strategy.</p> <p>Highway works to mitigate the direct impact of development including site access, junction improvements and enabling safe and convenient access by all modes of transport.</p> <p>Site related pedestrian, cycle or bus facilities / service provision.</p> <p>n.b Improvements may include works directly within or related to the development site, where the needs for such works are identified in a transport assessment.</p>
<p>Energy (electricity and gas suppliers)</p> <ul style="list-style-type: none"> No CIL Funding 	<p>Overall requirement identified in the Infrastructure Delivery Plan as being dependent on demand from individual schemes, phased completion and short term supply, secured through s.106 agreement as required.</p>



1) Infrastructure Type or Project that could potentially be funded through CIL	2) Any exclusions - to be secured potentially through section 106, section 278 or other means except those items specified in column 1.
<p>Water (water supply and wastewater treatment, flood risk management)</p> <ul style="list-style-type: none"> No CIL Funding 	<p>Any site specific mitigation measures required to facilitate the alleviation of flood risk / water efficiency measures in relation to the site or in vicinity of the site to avoid /mitigate the impacts arising from the development of the site in line with policy SE13 Flood Risk and Water Management of the Local Plan Strategy.</p>
<p>ICT / Digital (broadband / wireless)</p> <ul style="list-style-type: none"> No CIL Funding 	<p>Developers will be required to work with appropriate providers to delivery the necessary physical infrastructure to accommodate ICT related hard infrastructure and networks in line with Policy CO3 (Digital Connections) of the Local Plan Strategy</p>
<p>Education (primary and secondary schools)</p> <p>Funding for Primary Education to deliver the Local Plan Strategy will be generated through S106 agreements apart from the following projects that may benefit from CIL funds:</p> <ul style="list-style-type: none"> CS 8: South Macclesfield Development Area CS44: Back Lane / Radnor Park CS46: Giantswood Lane to Manchester Road, Congleton 	<ul style="list-style-type: none"> Early Years Education Special Educational Needs Primary Education Secondary Education Employment and training initiatives
<p>Health</p> <ul style="list-style-type: none"> The provision, improvement, replacement, operation or maintenance of new and existing primary health care facilities and services. 	<p>Provision of secondary health care facilities on a site by site basis. Please also refer to policy SC3 (Health and Wellbeing) of the Local Plan Strategy.</p>



1) Infrastructure Type or Project that could potentially be funded through CIL	2) Any exclusions - to be secured potentially through section 106, section 278 or other means except those items specified in column 1.
Community Facilities <ul style="list-style-type: none"> No CIL Funding 	On site or nearby provision of community facilities identified by site specific measures / requirements.
Recreation and Sporting Facilities (indoor sports facilities and sports pitches) <ul style="list-style-type: none"> The improvement of a leisure centre and athletics stadium at Macclesfield identified in the Infrastructure Delivery Plan. 	Any site specific measures identified – reference should also be made to policy SC1 (Leisure and Recreation), SC 2 (Indoor and Outdoor Sports Facilities) and SE6 (Green Infrastructure) of the Local Plan Strategy.
Green Infrastructure (allotments, open space and amenity open space) <ul style="list-style-type: none"> No CIL Funding 	On site or nearby provision of green infrastructure as a result of development sites. Please also refer to policy SE6 (Green Infrastructure) of the emerging Local Plan Strategy.

Table C.1 Initial Draft Regulation 123 List - Draft Charging Schedule Consultation

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Preliminary Draft Charging Schedule Report of Consultation

1. Introduction

- 1.1. Cheshire East Council resolved on the 9th February 2016 to undertake the work necessary for the preparation and approval of a Community Infrastructure Levy (“CIL”) charging schedule.
- 1.2. In line with the CIL regulations, the Council prepared a preliminary draft charging schedule for consultation along with a CIL charging zone map as the Council’s initial proposals for the levy, for public consultation between the 27 February 2017 and the 10 April 2017. The accompanying documents to the consultation included an initial draft of the Council’s regulation 123 list and a CIL viability study, prepared by consultants Keppie Massie.
- 1.3. The purpose of this report is to summarise the consultation on the preliminary draft charging schedule, the comments submitted, responses to comments made and overall, the ways in which the consultation on the preliminary draft charging schedule met the requirements set out in the CIL regulations.
- 1.4. Annex 1 sets out the key issues raised during the consultation and whether any changes to the draft charging schedule have been made to reflect the responses received.

2. Consultation Documents

- 2.1. Comments could be made on the following documents:
 - preliminary draft charging schedule (incorporating the initial draft of the regulation 123 List)
- 2.2. In addition, the following supporting documents was published:
 - preliminary draft charging schedule viability report prepared by Keppie Massie
 - residential CIL charging zone maps at a lower scale

- 2.3. Printed copies of comments forms and the guidance note were produced.
- 2.4. Copies of the consultation documents and supporting documents were available for inspection at:
- Crewe Customer Service Centre, Delamere House, Delamere Street, Crewe CW1 2JZ;
 - Macclesfield Customer Service Centre, Town Hall, Market Place, Macclesfield SK10 1EA;
 - Municipal Buildings, Earle Street, Crewe CW1 2BJ;
 - Westfields, Middlewich Road, Sandbach CW11 1HZ; and
 - All public libraries in Cheshire East (including the mobile library service).
- 2.5. All of the documentation was made available on the Council's consultation portal, accessed via www.cheshireeast.gov.uk/localplan. The consultation portal also allowed representations to be submitted online. A screen shot of the consultation portal is included in Appendix 1.
- 2.6. Responses were accepted:
- using the Consultation Portal accessed via a link from www.cheshireeast.gov.uk/localplan;
 - by email to localplan@cheshireeast.gov.uk or cil@cheshireeast.gov.uk;
 - by post to Cheshire East Council, Spatial Planning, Westfields, C/O Municipal Buildings, Earle Street, Crewe CW1 2BJ; and
 - by hand to the Council Offices, Westfields, Middlewich Road, Sandbach CW11 1HZ.

3. Notification of the Consultation

- 3.1. Notification of the consultation was sent to all stakeholders on the Council's Local Plan consultation database. This consisted of 3,971 hard copy letters and 11,270 emails sent on 27 February 2017. The stakeholders on the Local Plan consultation database include local residents, landowners and developers.
- 3.2. A copy of the notification email and letter is included in Appendix 2. A specific e-mail including a copy of the consultation document and invitation to make comments on the preliminary draft charging schedule was sent to Town and Parish Council's and adjoining Local Authorities,

in line with the Regulation 15 of the CIL regulations. This is included in appendices 6 & 7.

- 3.3. Email letters were sent to all Cheshire East Councillors, all Town and Parish Councils in Cheshire East and all MPs whose constituencies lie partly or wholly within Cheshire East Borough.
- 3.4. Town and Parish Councils adjoining Cheshire East in neighbouring authority areas are included in the general consultation database and received the letter / email as detailed in paragraph 3.1.

4. Other Publicity

- 4.1. The Cheshire East Council website homepage (www.cheshireeast.gov.uk) signposted the consultation on the preliminary draft charging schedule on the 'consultations' sections. The Local Plan page (www.cheshireeast.gov.uk/localplan) also signposted the consultation in a prominent position. Screenshots from these two pages are included in Appendix 3.
- 4.2. A press release titled 'Council Launches Consultation on Levy to Boost Development Infrastructure' was issued on 22 February 2017. A copy of the press release is included in Appendix 4.
- 4.3. The press release resulted in a number of associated articles being published in the local and regional press both in printed and online form, including:
 - Cheshire Today (9 March);
 - Middlewich Guardian (4 March);
 - Wilmslow.co.uk (27 February);
- 4.4. An article was also included in the 'Partnerships' newsletter (see appendix 8). The Partnerships newsletter is distributed to 2000 e-mail addresses including organisations such as:
 - Cheshire Police and Fire Service
 - Town Partnerships
 - Town/Parish Councils
 - Schools, colleges and university
 - Children's Centres
 - Community and voluntary groups including Age UK, Groundwork Trust and other major charities
 - Organisations such as CVS, CCA and ChALC

- Registered Social Landlord's
- Public Health, CCG's and other health organisations
- Manchester Airport
- Local Businesses and business chambers
- Churches/religious groups
- Citizen Advice Bureau's
- Museum's
- Elected Members

4.5. The Spatial Planning Update, in March 2017, included an article on the Community Infrastructure Levy, set out in Appendix 11. This is sent to Town and Parish Council's and published on the Council's website.

4.6. The Council also wrote to promoter(s) / developer(s) of sites allocated within the Local Plan Strategy. This letter noted the importance of engagement with Local Plan Strategy site promoters to ensure the most appropriate and robust draft CIL charging position is achieved. A copy of this letter is set out in Appendix 9.

5. Summary of responses

5.1. A total of 58 completed questionnaire responses to the consultation was received from 51 landowners, developers, groups and individuals on a range of issues including the charging schedule, the CIL viability study, the initial draft regulation 123 list and general comments.

5.2. One response, from Congleton Town Council was received as a late response on the 19th April 2017.

5.3. Of the 58 responses, 20 were submitted via the consultation portal and 38 were submitted via e-mail.

5.4. Following an initial review of the responses received to the consultation – a letter was sent on the 4 May 2017 to Local Plan Strategy Site Promoters to provide appropriate and available information to inform the Local Plan Strategy site assessments. A copy of this letter is set out in Appendix 10.

6. Summary of Issues

6.1. The preliminary draft charging schedule consultation document included 8 consultation questions which sought the views of stakeholders on matters including the methodology employed to establish the CIL rates, the approach to strategic sites and delivery of infrastructure. It also

asked whether, on adoption of a future CIL Charge, the Council should create policies on matters including instalments, land and infrastructure in kind etc.

- 6.2. A summary of issues broken down by question is set out in the following section:

Do you agree with the assumptions and methodology used in the Keppie Massie Preliminary Draft Charging Schedule Viability Assessment?

- 6.3. A number of settlement specific objections were received alongside concern that the viability testing of Local Plan Strategy strategic sites had not been undertaken. The preliminary draft consultation document made clear that 'appropriate and available' evidence was sought by Local Plan Strategy site promoters during the consultation to support the viability testing of a selection of strategic sites. Testing of an appropriate sample of Local Plan Strategy sites has now been undertaken to inform the position consulted on for the draft charging schedule.
- 6.4. A number of comments were received with regard the appraisal inputs utilised by the Council's viability consultants in establishing the CIL rates. Keppie Massie have considered all the comments made to the preliminary draft charging schedule viability report and made adjustments where considered appropriate to the viability assessments which informs the CIL draft charging schedule position.

Do the proposed rates in the Preliminary Draft Charging Schedule strike an appropriate balance between funding infrastructure and any potential effects on the viability of development?

- 6.5. A number of respondents referenced the approach in Cheshire West and Chester to establishing a CIL Charge. This proposed a flat rate for residential uses of £110 per sqm covering Chester and a large rural area. Following the examination of the Cheshire West and Chester CIL, this rate, alongside the boundaries used have been amended to reflect a £70 per sqm charge. Cheshire West and Chester have now adopted a CIL Charge to be implemented from September 2017 onwards.
- 6.6. A selection of respondents asked for further transparency regarding what CIL receipts would be spent on and its relationship to S.106. This is now provided in supporting documentation to the draft charging schedule consultation.

6.7. There was also acknowledgment that the proposed rates could change following a clearer understanding for the Local Plan Strategy strategic sites and the outcome of the consideration of comments received to the preliminary draft charging schedule consultation. In response, a number of Local Plan Strategic Sites have been subject to viability testing to inform the position of the Council to the draft charging schedule consultation.

What approach should be taken to strategic sites identified in the Local Plan Strategy, when considering the delivery of infrastructure, CIL payments and / or S.106 agreements? Please provide 'appropriate and available' evidence to support your view.

6.8. There was clear support for Local Plan Strategy sites to be subjected to viability testing to inform the CIL position at the draft charging schedule stage due to their importance to the overall housing supply up to 2030. A number of respondents requested that strategic sites be subject to a S.106 regime only due to their complexity in overall site delivery. The draft charging schedule consultation is supported by viability testing of a selection of Local Plan Strategy strategic sites. The sites represent different typologies and locations of development, across the borough and represent a robust position for the proposed CIL charging rates to be based.

6.9. There was a request for clarity on the approach of the Council to S.106 and the future operation of CIL with specific reference to strategic site delivery. This has now been provided in the supporting documentation to the draft charging schedule.

Do you agree that the Council should introduce an instalments policy to stagger future CIL payments? If so, do you have any suggestions on the approach that the Council should take to such a policy?

6.10. Respondents from the development industry agreed that further detail should be set out regarding the scope and definition for the triggering of future CIL payments. The Instalment Policy should aim to reflect, as closely as possible, the timing of delivery of the development, to ensure that the CIL does not put unnecessary pressure on cashflow and viability.

6.11. A number of respondents noted that the viability testing associated with establishing the CIL charge should not include an instalments policy built into the viability modelling as a instalments policy can be amended or changed.

6.12. Supporting documentation to the consultation on the draft charging schedule now includes a draft instalments policy.

Do you think that the Council should offer relief for any of the following discretionary criteria? Please include 'appropriate and available' evidence to support the view.

- a) Land and Infrastructure in Kind
- b) Relief for exceptional circumstances
- c) Relief for Charitable Investment Activities
- d) Any other discretionary relief

6.13. The Highways Agency noted that they would welcome the Council's position on accepting infrastructure 'in kind' as well as through monied transfers.

6.14. A number of respondents noted that it was difficult to comment in detail without the confirmation of approach by the Council. Therefore, there is an expectation that the consultation, at draft charging schedule stage, would be supported by draft policies on the matters noted above.

6.15. A number of respondents noted that the Council allowed for exceptional circumstances. They asked that the Council make clear at the earliest opportunity, the supporting documentation needed to operate CIL and to make it available for consultation.

6.16. CIL Regulations permit authorities to accept land transfer and / or construction of infrastructure as payment for all or part of the levy. Such an approach would allow, for example, for the transfer of land to the Council or for infrastructure to be delivered by the developer rather than the Council in appropriate circumstances.

6.17. Supporting documentation to the consultation on the draft charging schedule now includes the Council's position on matters including land and infrastructure in kind and other discretionary relief

Do you have any views on the content of the Council's initial Draft Regulation 123 list and the proposed balance between CIL and S.106 ?

6.18. Some of the respondents considered that the Infrastructure Delivery Plan took a helicopter view of the Borough with particular reference to Local Service Centres or rural areas in the Borough.

6.19. Some Town and Parish Councils have asked for further guidance on how they can use CIL funding. Further guidance has also been requested on the relationship between S.106 and CIL on the adoption of

CIL. This has been provided as part of the supporting documentation to the consultation on the draft charging schedule.

- 6.20. A number of respondents noted that contents of the Housing White Paper (February 2017) and the acknowledgement that the government is currently reviewing the principal and operation of CIL, alongside other planning obligations. It is acknowledged that should the government announce, through the autumn budget statement, that it intends to reform the future operation of CIL, including through changes to regulations or by proposals for a replacement development tariff that the council will have to respond through its CIL programme.
- 6.21. Another issue raised during the consultation was the importance of transparency on what a Charging Authority intended to fund through CIL and those matters where S.106 contributions were sought to avoid developments being charged twice for the same item of infrastructure. This has been provided as part of the supporting documentation to the consultation on the draft charging schedule.
- 6.22. A number of different infrastructure items were referenced by respondents that (in their view) was absent from the draft regulation 123 list which supported the consultation. The Council has reflected on those items contained on the draft regulation 123 list and made adjustments, where appropriate.
- 6.23. A number of developers argued that only Section 106 agreements only should be used on strategic sites with a £0 psm residential CIL rate applied.
- 6.24. A number of developers asked for further information to be published to support and evidence for the anticipated S.106 contributions to be sought by Cheshire East and ensure that the combined total cost of S106 and CIL is not in excess of historically delivered S.106 contributions. Information on S.106 contributions secured over the last 3 years has been provided alongside the consultation on the draft charging schedule.
- 6.25. A number of comments have asked that the Council consider in further detail those items contained on the regulation 123 list and provide evidence related to the proposed funding gap. The infrastructure projects document published alongside the draft charging schedule contains more information on the funding gap that CIL will be contributing towards closing.

- 6.26. A number of comments from the development industry suggested that the Council should avoid the regulation 123 list containing references to generic pieces of infrastructure to avoid the perception of double charging developments for infrastructure contributions.
- 6.27. Highways England have asked that the Council monitor its funding gap on adoption of CIL on an annual basis to support the appraisal of joint funding opportunities. This is noted by the Council.
- 6.28. The Canal and Rivers Trust supports the proposed Draft CIL Charging schedule and welcome the inclusion of canal towpath improvements on the regulation 123 list. They note that S106 planning obligations would still be able to be used for mitigation in relation to 'site related pedestrian, cycle or bus facilities / service provision.' Towpath improvements could be said to fall within this definition. They suggest that where an improvement/mitigation is required to make the development acceptable, it should be secured by s106 in order to provide more certainty that it would be delivered. The inclusion of canal towpath improvements on the Regulation 123 list would mean that on the adoption of a CIL charge, contributions for canal towpath improvements will be sought via CIL rather than through S.106 agreements.
- 6.29. Natural England advise that the council gives careful consideration to how CIL intends to enhance the natural environment. This is noted by the Council.

Do you have any other comments on the Preliminary Draft Charging Schedule?

- 6.30. Some respondents have noted that the charging Zone Map in Appendix B of the consultation document was unclear. During the consultation, maps for the southern, central and northern areas of the Borough were produced on an OS base and included on the consultation portal.
- 6.31. The Cheshire East Local Access Forum stressed the importance of access to the countryside for the purposes of leisure walking, cycling and horse riding, for active travel, and in recognition of the value this access to the Quality of Place of the borough. This is noted by the Council.

Appendix 1: Screen Shot from the Consultation Portal

The screenshot shows the Cheshire East Council Consultation Portal. The header includes the council logo, the text 'Consultation Portal', and links for 'Accessibility | Privacy | Home | Contact Us'. Below the header is a search bar and navigation links: 'Login / Register', 'Who Said What?', 'Help', and 'Print'. The main content area is titled 'Community Infrastructure Levy Preliminary Draft Charging Schedule' and includes the following sections:

Community Infrastructure Levy Preliminary Draft Charging Schedule

The Community Infrastructure Levy (CIL) is a planning charge that can be used by local authorities to support the development of their area. It allows local authorities to raise funds from developers undertaking new building projects in their area. The money can be used to help fund a wide range of infrastructure that is needed as a result of development.

CIL is charged as a fixed rate per square metre of new floor space. The rate is set by local authorities in consultation with local communities and developers, and is tested through an independent examination.

Cheshire East Council intends to introduce a CIL Charging Schedule for new development. We have prepared evidence related to the viability of introducing a charge, a list of potential infrastructure projects to be funded and a preliminary draft charging schedule, which is now the subject of consultation.

Consultation Documents

- Community Infrastructure Levy Preliminary Draft Charging Schedule (PDF, 8.0 MB) (including the initial draft Regulation 123 list)
- Preliminary Draft Charging Schedule Viability Report (PDF, 7.8 MB)

Guidance on Submitting Comments

The Preliminary Draft Charging Schedule sets out the initial proposals for the CIL rates to charge on residential and non-residential development in Cheshire East. We would like to know your views on the CIL rates proposed in the Preliminary Draft Charging Schedule and the supporting viability evidence and assumptions to determine the Preliminary Draft Charging Schedule.

The comments form asks a series of questions on various aspects of the viability assessment and the schedule. **N.B Please note that the proposed CIL rates are presented on a per sqm basis.**

In order to assist the interpretation of the Preliminary Draft Residential CIL Charging Zone Map, the following lower scale plans are provided:

- CIL Residential Charging Zone Map - Northern Area of the Borough
- CIL Residential Charging Zone Map - Central Area of the Borough
- CIL Residential Charging Zone Map - Southern Area of the Borough

You can submit your comments online using this consultation portal - click the 'Start Survey' button below to open the survey form. If you have not done so already, the system will invite you to log-in or register before submitting your responses.

If you have previously commented on any Local Plan consultation (whether through the consultation portal or not), you will already have a registered account. Please contact us by email (CIL@cheshireeast.gov.uk) or phone (01270 685893) if you need to know your log-in details.

Alternatively, you can submit comments by email or in writing. Information is contained in the [Statement of Representations Procedure \(PDF, 152 KB\)](#).

Comments must be received by 5:00pm on **Monday 10 April 2017** and the consultation portal will not accept comments after this time.

What Happens Next?

The Council will consider all the comments received before producing a Draft Charging Schedule. This will be subject to further consultation before we submit it to the Secretary of State for an independent examination. If approved through the examination, the Council will be able to adopt the Charging Schedule and apply CIL charges to applicable developments that receive planning permission.

Other Current Consultations

This is the consultation on the Community Infrastructure Levy Preliminary Draft Charging Schedule. We are currently running a number of consultations related to planning policy documents. To submit comments on these other documents, please follow the links:

- Local Plan Strategy - Proposed Main Modifications (consultation ends 5pm on 20 March 2017);
- Site Allocations and Development Policies Document - Issues Paper (consultation ends 5pm on 10 April 2017);
- Call for Sites (consultation ends 5pm on 10 April 2017); and

Appendix 2: Notification Letter and Email

Letter sent 24 February 2017 to 3,971 recipients:



**Cheshire East
Council**

«AddressBlock»

Spatial Planning
Westfields, C/O Municipal Buildings
Earle Street
Crewe, Cheshire
CW1 2BJ
Tel: 01270 685893
Email: localplan@cheshireeast.gov.uk

Our ref: Consult/«Person_ID»

Date: 24 February 2017

«GreetingLine»

Consultation on the Local Plan Site Allocations and Development Policies Document, and the Community Infrastructure Levy.

You have received this letter as you have previously responded to a Local Plan consultation or you have asked to be kept informed of future Local Plan consultations.

The Council is committed to putting a comprehensive set of up-to-date planning policies in place to guide development, support infrastructure delivery and protect important environmental and historic features. This will support our ambition to make the Borough an even better place to live, work and visit.

The Local Plan Strategy (first part of the new Local Plan) is nearing the end of its examination process and consultation is currently underway on Local Plan Strategy proposed changes (Main Modifications) until **5:00pm on Monday 20 March 2017**.

We have now started work on the second, more detailed part of the Local Plan and a number of documents are published for public consultation from Monday 27 February to 5:00pm on Monday 10 April 2017:

- Site Allocations and Development Policies Document: Issues Paper;
- Community Infrastructure Levy: Preliminary Draft Charging Schedule;
- Draft Sustainability Appraisal Scoping Report; and
- Call for Sites.

The consultation documents and comments forms are available on the Council's website at www.cheshireeast.gov.uk/localplan and in Cheshire East customer service centres and libraries. Responses should be returned to localplan@cheshireeast.gov.uk or by post to Cheshire East Council, Spatial Planning, Westfields, C/O Municipal Buildings, Earle Street, Crewe CW1 2BJ by **5:00pm on Monday 10 April 2017**.

A brief explanation of each of the consultation documents is set out overleaf.

Further information can be obtained by telephone on 01270 685893, from the Council's website www.cheshireeast.gov.uk/localplan, by email to localplan@cheshireeast.gov.uk.

Yours sincerely



Adrian Fisher
Head of Planning Strategy

All other enquiries 0300 123 5500 www.cheshireeast.gov.uk

Site Allocations and Development Policies Document: Issues Paper

The Local Plan Strategy will be the first part of the new Local Plan and this Site Allocations and Development Policies Document (SADPD) will form the second part. It will:

- Allocate additional sites for development to make sure that the overall development requirements set out in the Local Plan Strategy are met. These will generally be 'non-strategic' sites, less than 5 ha in size (or 150 homes), for housing, employment, retail, leisure and other types of development.
- Set more detailed policies to guide decisions on planning applications in the Borough. Land that needs particular protection will be designated, for example because of its importance to wildlife or the historic environment.

The issues paper is the first consultation in the preparation of this document and it identifies a range of matters that the SADPD is likely to address. The consultation seeks your views on these matters and there is an opportunity to tell us if there are any other matters you think the document should cover.

Community Infrastructure Levy: Preliminary Draft Charging Schedule

The Community Infrastructure Levy (CIL) is a planning charge that can be used to support the development of the local area. It allows local authorities to raise funds from developers of new building projects. The money can be used to help fund a wide range of infrastructure that is needed as a result of development.

CIL is charged as a fixed rate per square metre of new floor space. The rate is set by local authorities in consultation with local communities and developers, and is tested through an independent examination.

Cheshire East Council intends to introduce a CIL Charging Schedule for new development. We have prepared evidence related to the viability of introducing a charge, a list of potential infrastructure projects to be funded and a preliminary draft charging schedule, which is now the subject of consultation.

Draft Sustainability Appraisal Scoping Report

Sustainability Appraisal (SA) informs production of plans and is a process to assess the social, environmental and economic impacts of a plan. It is required under the Planning and Compulsory Purchase Act 2004 and the Environmental Assessment of Plans and Programmes Regulations 2004.

The purpose of a SA Scoping Report is to set out the social, environmental and economic issues to be considered and identify the scope and methodology for carrying out the Sustainability Appraisal of plans. A previous SA Scoping Report was produced in June 2012, which informed the Sustainability Appraisal for the Local Plan Strategy.

The purpose of this new SA Scoping Report is to make sure the issues previously identified are up to date and to identify the scope and methodology for the Sustainability Appraisals of the Site Allocations and Development Policies Document, and the future Minerals and Waste Development Plan Document.

Call for Sites

The Council is updating its land availability assessments which will help to inform any further land allocations for development that are made through the Site Allocations and Development Policies Document. In addition, the Council will publish a 'Brownfield Register' of previously developed sites that are assessed as being suitable for housing development. There may also be a future requirement to produce a 'Small Sites Register' to support development on smaller sites and make it easier for interested parties to identify sites for self-build and custom housing.

As a result, the Council invites local residents, landowners, developers and other parties to put forward sites they consider to be suitable and available for future development in the Borough. These can be for housing, commercial, employment or other types of development, but not for minerals and waste uses as these will be invited via a separate call for minerals and waste sites later in 2017.

Local Plan Strategy: Main Modifications

The Local Plan Strategy (LPS) is the first part of the new Cheshire East Local Plan. It sets strategic priorities for the development of the area, along with planning policies and development sites to guide development up to 2030. The LPS is at an advanced stage of production and this consultation seeks views on the changes required before the plan can be adopted in its final form.

The Inspector will consider all duly-made representations before publishing his final report into the legal compliance and soundness of the Cheshire East Local Plan Strategy. Please note that the Local Plan Strategy Consultation ends at 5:00pm on Monday 20 March.

Email sent 27 Feb 2017 to 11,270 recipients (including a consultation guidance note)

From: LOCAL PLAN
To: LOCAL PLAN
Cc:
Subject: Consultation on Cheshire East Local Plan Site Allocations and Development Policies Document, and the Community Infrastructure Levy
Message Consultation Guidance Note.pdf (112 KB)

To whom it may concern,

You have received this email as you have previously responded to a Local Plan consultation or you have asked to be kept informed of future Local Plan consultations.

The Council is committed to putting a comprehensive set of up-to-date planning policies in place to guide development, support infrastructure delivery and protect important environmental and historic features. This will support our ambition to make the Borough an even better place to live, work and visit.

The Local Plan Strategy (first part of the new Local Plan) is nearing the end of its examination process and consultation is currently underway on Local Plan Strategy proposed changes (Main Modifications) until 5:00pm on **Monday 20 March 2017**.

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- Site Allocations and Development Policies Document: Issues Paper;
- Community Infrastructure Levy: Preliminary Draft Charging Schedule;
- Draft Sustainability Appraisal Scoping Report; and
- Call for Sites.

The consultation documents and comments forms are available on the Council's website at www.cheshireeast.gov.uk/localplan and in Cheshire East [customer service centres](#) and [libraries](#). Responses should be returned to localplan@cheshireeast.gov.uk or by post to Cheshire East Council, Spatial Planning, Westfields, C/O Municipal Buildings, Earle Street, Crewe CW1 2BJ by 5:00pm on **Monday 10 April 2017**.

Information on each of the consultation documents is provided in the attached 'Consultation Guidance Note'.

Further information can be obtained from the Council's website www.cheshireeast.gov.uk/localplan, by email to localplan@cheshireeast.gov.uk or by telephone on 01270 685893.

Yours faithfully,

Adrian Fisher
Head of Planning Strategy
Cheshire East Council

Appendix 3: Screen Shots from the Council Website

Home Page (www.cheshireeast.gov.uk):

Cheshire East Council [A to Z site Index](#)

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Jobs at the Council	Library books to renew or reserve	Leisure and culture
Payments to the Council	Council Tax	Children and families
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Bus timetables and travel information	Roadworks and highway services	Births, marriages and deaths
Schools and education	Housing	Rangers and outdoor recreation
Council and democracy		Environment

In Focus

Cheshire East Local Plan
Schedule of Proposed Main Modifications to the Local Plan Strategy - Proposed Changes (March 2016 Revision)
 February 2017

Local plan consultation
[Local plan strategy - main modifications](#)

News

- [16/03/2017 - Civatec snaps up national award for its service to home buyers](#)
- [16/03/2017 - Information bulletin - A50 road closure latest](#)
- [15/03/2017 - Council Joins hands for Child Sexual Exploitation \(CSE\) awareness day](#)
- [15/03/2017 - Council unveils strategy to give huge boost to cycling in Cheshire East](#)
- [14/03/2017 - Cheshire East enjoys great success with 'connected communities'](#)

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Consultations

- [Boundary Review North West region](#)
- [Local Plan Site Allocations and Development Policies Document: Issues Paper \(ends 10 April 2017\)](#)
- [Local Plan Call for Sites \(ends 10 April 2017\)](#)
- [Community Infrastructure Levy: Preliminary Draft Charging Schedule \(ends 10 April 2017\)](#)
- [Local Plan Draft Sustainability Appraisal Scoping Report \(ends 10 April 2017\)](#)
- [Local Plan Strategy Main Modifications \(ends 20 March 2017\)](#)
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Local Plan page (www.cheshireeast.gov.uk/localplan):



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Cheshire East Local Plan

The Local Plan sets planning policies and allocates sites for development. It is the Statutory Development Plan for Cheshire East and is the basis for deciding planning applications. This page contains information on the new Local Plan for Cheshire East, which is currently being prepared and will guide development up to 2030.

Prior to the adoption of documents in the new Local Plan, the [Saved Policies](#) from previous Local Plans will continue to be used.

Our [Spatial Planning Update](#) provides a regular bulletin on planning policy matters affecting Cheshire East.

Consultation Update:

Work is in progress on a number of new planning documents to set out planning policies in the Borough and there are a number of different consultations taking place in the early part of 2017. Current consultations are:

- [Local Plan Strategy: Proposed Main Modifications](#)
Monday 6 February 2017 - 5:00pm Monday 20 March
- [Site Allocations and Development Policies Document: Issues Paper](#)
Monday 27 February - 5:00pm Monday 10 April
- [Call for Sites](#)
Monday 27 February - 5:00pm Monday 10 April
- [Community Infrastructure Levy: Preliminary Draft Charging Schedule](#)
Monday 27 February - Monday 10 April
- [Draft Sustainability Appraisal Scoping Report](#)
Monday 27 February - Monday 10 April

Further information on each of the consultations is provided in our [Consultation Guidance Note \(PDF, 140 KB\)](#).

New Local Plan for Cheshire East

The new Local Plan will cover a range of matters including the number and location of new homes; the amount and location of employment land; protection and improvement of important open areas and provision of new ones; provision of new infrastructure and improvement of town centres and community facilities in the Borough.

The Local Plan Strategy is the first, strategic part of the new Local Plan and was submitted to the Secretary of State for Communities and Local Government on 20th May 2014. It is currently undergoing an independent examination to determine whether it is sound and legally compliant.

There have been three rounds of examination hearing sessions in 2014, 2015 and 2016, with consultation on the Council's proposed changes to the Submitted Local Plan Strategy in March and April 2016. The Inspector is currently considering all the issues raised through the examination.

For further information on the progress of the examination, please see the [Examination Page](#).

Local Plan documents

The new Local Plan will consist of three key documents:

1. The [Local Plan Strategy](#);
2. The [Site Allocations and Development Policies](#) document; and
3. The [Minerals and Waste Development Plan](#) Document.

The new Local Plan will be supported by an Adopted Policies Map which will show sites, policies and environmental / heritage designations on an Ordnance Survey map. It will also be accompanied by an Infrastructure Delivery Plan which will set out future infrastructure needs and how these will be provided.

Further information on each part of the new Local Plan and its various supporting documents is shown in the table:

Item	Description
Local Plan Strategy	The Local Plan Strategy is the centrepiece of the Local Plan, setting out strategic priorities for the development of the area along with planning policies and proposals. The Local Plan Strategy was submitted to the Secretary of State on 20th May 2014 and is currently undergoing an independent examination. For further information on the progress of the examination, please see the Examination Page . The Consultation on Local Plan Strategy Main Modifications (Consultation Portal) runs until 5pm on 20 March 2017.



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- [Authority Monitoring Report](#) >
- [Cheshire East Local Plan](#)
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- [About the community Infrastructure levy](#) >
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- [Local Plan Consultation Portal](#) >
- [Local Plan Consultations](#) >
- [Local Plan Strategy - Proposed Main Modifications](#) >
- [Local Plan Strategy Development Plan Document](#) >
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Contact us

[Email Local Planning Team](#)

01270 685893

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Appendix 4: Press Release dated 22 February 2017.

Council launches consultation on levy to boost development infrastructure

February 22, 2017

Cheshire East Council has launched a consultation on a proposed planning levy to help fund new community facilities and infrastructure to support local development.

The new Community Infrastructure Levy (CIL) would be payable once new developments start construction and is calculated per square metre of eligible floor space.

The CIL would complement the long-established system of section 106 agreements, whereby developers are required to help fund developments' supporting infrastructure, such as roads, schools and medical facilities.

Councillor Ainsley Arnold, Cheshire East Council cabinet member for housing and planning, said: "Our borough is growing and we want to ensure that sufficient funding is in place to pay for new community facilities the roads, schools and recreational spaces that residents will need in future.

"The Community Infrastructure Levy provides a fair and consistent method of funding, especially for large, strategic projects. As this is a new venture for the council, we are keen to engage with all stakeholders with an interest in new developments to ensure we set the right rates for the different parts of our borough."

The CIL consultation sets out the various charging rates that would apply for new development, alongside different charging zones throughout the borough. These zones are based on the costs and viability of new development rather than the cost of new infrastructure.

The draft charging schedule divides Cheshire East into five charging zones for residential development – ranging from a zero rate in many built-up areas through to £168 (per square metre) in property 'hot spots'.

Business development and new shops will be zero rated, apart from developments in the prime retail areas of Handforth Dean and the Grand Junction Retail Park, in Crewe.

The consultation runs for six weeks from Monday, 27 February until 10 April 2017. Full details can be found via the [council's website](#).

Once the consultation feedback has been collated, a final decision on the levy will be taken at a cabinet meeting.



Appendix 5: Statement of Representations Procedure

Community Infrastructure Levy Regulations 2010 (As Amended)



Statement of Representations Procedure: Consultation on Preliminary Draft Charging Schedule

Subject Matter: Comments are invited on the Cheshire East Council Community Infrastructure Levy Preliminary Draft Charging Schedule. The Community Infrastructure Levy (CIL) is a system of planning charges that Local Authorities can levy on new buildings projects, in order to fund infrastructure. Cheshire East Council has produced a Preliminary Draft Charging Schedule for consultation as a first step in setting a future CIL levy. It sets out initial proposals for the amount to be charged and the geographic extent of the proposed charge. It also includes the associated Regulation 123 list, which identifies the infrastructure projects / types that CIL receipts could potentially be spent on.

Area Covered: Whole of Cheshire East Borough, excluding the part within the Peak District National Park.

Representation Period: A six week period from Monday 27 February 2017 to 5:00pm on Monday 10 April 2017. To be valid, all comments must be submitted within this period and received by the Council at Westfields, Middlewich Road, Sandbach CW11 1HZ by 5:00pm on Monday 10 April 2017. Comments received after this deadline and anonymous representations will not be considered.

Comments: Can be made electronically on the Council's consultation portal, accessed from its website www.cheshireeast.gov.uk/localplan or in writing on a comments form available from the locations listed below. Comment forms must be returned to: Cheshire East Council, Spatial Planning, Westfields, C/O Municipal Buildings, Earle Street, Crewe CW1 2BJ by 5:00pm on Monday 10 April 2017.

Further notification: Comments may be accompanied by a request to be notified at a specified address regarding the future publication of the CIL Draft Charging Schedule.

Location of Documents for Inspection – Preliminary Draft Charging Schedule. The Preliminary Draft Charging Schedule consultation document (including the initial draft Regulation 123 list) and viability assessment is available for inspection at the locations below. Comment forms can also be obtained from these locations:

- Cheshire East Council Website: www.cheshireeast.gov.uk/localplan
- Crewe Customer Service Centre, Delamere House, Delamere Street, Crewe CW1 2JZ (Mon, Wed, Thu, Fri 8:45am - 5:00pm; Tue 8:45am - 4:00pm);
- Macclesfield Customer Service Centre, Town Hall, Market Place, Macclesfield SK10 1EA (Mon - Fri 8:45am - 5:00pm)
- Municipal Buildings, Earle Street, Crewe CW1 2BJ (Mon - Fri 9:00am - 5:00pm)
- Westfields, Middlewich Road, Sandbach CW11 1HZ (Mon - Fri 9:00am - 5:00pm)
- All public libraries in Cheshire East (locations and opening times can be obtained by telephoning 0300 123 5018 or online at http://www.cheshireeast.gov.uk/libraries/libraries_opening_hours.aspx)

Further information and paper copies of all documents can be requested from the Spatial Planning Team by email cil@cheshireeast.gov.uk or telephone 01270 685893. Please note that a reasonable charge will be made to cover printing and postage costs.

Appendix 6: E-mail to Town and Parish Council’s – 21 February 2017

Send

From LOCAL PLAN

To...

Cc...

Bcc...

Subject: FW: SPATIAL PLANNING UPDATE - FEBRUARY 2017

Attached: Consultation Guidance Note.pdf (144 KB); CIL Formal Notice.pdf (156 KB); CIL Preliminary Draft Charging Schedule.pdf (8 MB); Spatial Planning Update February 2017 TandPCs (2).pdf (398 KB)

From: LOCAL PLAN
Sent: 21-Feb-2017 17:15
To: Town and Parish Councils
Subject: SPATIAL PLANNING UPDATE - FEBRUARY 2017

Dear Sir/Madam

Please find attached, the second edition of our monthly Spatial Planning Update for Town and Parish Councils. It is one of the ways that we intend to keep local councils in touch with planning policy matters affecting the Borough.

Public consultations on the Site Allocations and Development Policies Document (SADPD) (the second part of the Local Plan) and the Community Infrastructure Levy (CIL) will commence on Monday 27 February 2017 until 5.00 pm on 10 April 2017. Please find attached, a copy of the guidance note which will accompany the public consultations along with a copy of the CIL Preliminary Draft Charging Schedule and CIL Formal Notice.

We will need to work closely with Town and Parish Councils in developing the SADPD. With this in mind, members of the Spatial Planning team will be available to meet with Town and Parish Council representatives each Wednesday during the consultation period on the following dates and times -

1 March 2017	Westfields, Sandbach
8 March 2017	Municipal Buildings, Crewe
15 March 2017	Macclesfield Town Hall
22 March 2017	Westfields, Sandbach
29 March 2017	Municipal Buildings, Crewe
5 April 2017	Macclesfield Town Hall

10 00 – 11 00	11 30 – 12 30	1 30 – 2 30	3 00 – 4 00	4 30 – 5 30	6 00 – 7 00
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We expect there will be a quick take-up of these meetings so please e-mail the Spatial Planning team at localplan@cheshireeast.gov.uk as soon as possible to book your place if you would like to have a meeting. Please let us have a first and second preference and we would suggest that up to 4 representatives attend on behalf of each local council. Of course, this invitation to meet is being extended to all local councils, but we would particularly like to meet those covering our Principal Towns, Key Service Centres and Local Service Centres and others preparing Neighbourhood Plans.

This year we look forward to seeing the adoption of the Local Plan Strategy and progress on the remaining parts of the Local Plan, namely the Minerals and Waste Development Policies Document (the third part of the Local Plan).

Appendix 7: E-mail to adjacent Local Planning Authorities 27 February 2017

From: Community Infrastructure Levy East
To: Community Infrastructure Levy East
Sent: Mon 27/02/2017 10:32
Cc:
Subject: Preliminary Draft Charging Schedule Consultation - until Monday 10 April 2017
Message  Consultation Guidance Note.pdf (112 KB)  CL Formal Notice.pdf (156 KB)  CL Preliminary Draft Charging Schedule.pdf (8 MB)

To whom it may concern,

Please find attached information on the Council's public consultation on the Community Infrastructure Levy – Preliminary Draft Charging Schedule Consultation. The consultation runs until 5pm on Monday 10 April 2017.

Further information can be obtained from the Council's website www.cheshireeast.gov.uk/localplan, by email to cil@cheshireeast.gov.uk or by telephone on 01270 685893.

Yours faithfully,

Adrian Fisher
Head of Planning Strategy
Cheshire East Council

Appendix 8: Article on CIL in Partnerships Newsletter

Consultations

Council launches consultation on levy to boost development infrastructure

Cheshire East Council has launched a consultation on a proposed planning levy to help fund new community facilities and infrastructure to support local development. The new Community Infrastructure Levy (CIL) would be payable once new developments start construction and is calculated per square metre of eligible floor space. CIL would complement the long-established system of section 106 agreements, whereby developers are required to help fund developments' supporting infrastructure, such as roads, schools and medical facilities. The preliminary draft charging schedule divides Cheshire East into five charging zones for residential development, ranging from a zero rate in many built-up areas through to £168 per square metre in property 'hot spots'. Business development and new shops are proposed as zero rated, apart from developments in the retail areas of Handforth Dean and the Grand Junction Retail Park, in Crewe.

The consultation on the Council's initial proposals on CIL runs for six weeks until 10th April 2017. [Further information can be obtained from the Council's website](#), by [email](#) or by phone on 01270 685893

Partnerships for Action in **Cheshire East**

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Appendix 9: Letter sent to Local Plan Strategy site promoters



Our ref: AF/ CIL
Date: 03 March 2017

Planning & Sustainable Development
First Floor, Westfields
c/o Municipal Buildings
Earle Street
CREWE
CW1 2BJ
Tel: 01270 685893
localplan@cheshireeast.gov.uk
CIL@cheshireeast.gov.uk
www.cheshireeast.gov.uk

Dear Sir / Madam

Consultation on the Community Infrastructure Levy, Local Plan Site Allocations and Development Policies Document and Implementation of Local Plan Strategy Sites

I am writing to you as a promoter or developer of a site allocated within the Local Plan Strategy.

As you may be aware we have now also started work on the second, more detailed part of the Local Plan and a future Community Infrastructure Levy ("CIL") for the Borough.

The Council and its consultants Keppie Massie have prepared a Preliminary Draft Charging Schedule as its 'starting position' regards the implementation of a future CIL Charging Schedule for the Borough. The supporting viability report from Keppie Massie comprises a broad area based financial viability assessment that has been prepared to assess the level of CIL that could be supported within Cheshire East.

The Preliminary Draft Charging Schedule consultation is the start of a 'conversation' on a future CIL Charge in the Borough. The Council is anticipating to receive through the consultation 'appropriate and available' evidence to test the initial position set out in the document, to ensure the most appropriate and robust draft CIL Charging position is achieved.

The Council and its consultants note the importance of Paragraph 19 (reference ID 25 - 019) of the Planning Practice Guidance on CIL and the need for ongoing viability testing of a selection of strategic sites to supplement existing data. We would therefore welcome early and ongoing engagement with site promoters regarding sites contained within the emerging LPS and the submission of 'appropriate and available' evidence during the consultation on CIL that the Council and its consultants can use to support a robust future CIL Charging Position.

I encourage you to respond to the formal consultation, but should you wish to discuss matters relating to a future CIL Charge in Cheshire East in more detail, please come back to me or a member of the Spatial Planning team, using the contact details above.

The consultation on CIL forms part of a number of documents which are published for public consultation until 5:00pm on Monday 10 April 2017, these include:

- Site Allocations and Development Policies Document: Issues Paper;
- Community Infrastructure Levy ("CIL"): Preliminary Draft Charging Schedule;
- Draft Sustainability Appraisal Scoping Report; and
- Call for Sites.

In addition, the consultation is currently underway on Local Plan Strategy proposed changes (Main Modifications) until 5:00pm on Monday 20 March 2017.

All the consultation documents and comments forms are available on the Council's website at www.cheshireeast.gov.uk/localplan.

Meantime, as the LPS moves closer towards adoption the Council is now concerned with ensuring that the key provisions of the Plan are implemented as anticipated – and this includes the timely delivery of the main strategic sites.

With this in mind, we welcome ongoing dialogue with LPS site promoters including any regular update(s) of progress regarding site delivery and early sight of any barriers to delivery that the Council can advise upon. We would be keen to try and overcome any physical, technical or procedural difficulties that may be encountered. Please contact me or a member of the Spatial Planning team, using the contact details above, should you wish to discuss matters relating to LPS site delivery further.

For any sites that are already progressing well, the Council also offers a comprehensive [pre-application service](#) and advice on a variety of technical issues through our partner company [Civance](#).

I look forward to continuing dialogue on these matters.

Yours sincerely

Appendix 10 Letter of the 4 May 2017 to LPS Site Promotors



Our ref: AF/ CIL LPS
Date: 4 May 2017

Planning & Sustainable Development
First Floor, Westfields
c/o Municipal Buildings
Earle Street
CREWE
CW1 2BJ
Tel: 01270 685893
localplan@cheshireeast.gov.uk
CIL@cheshireeast.gov.uk
www.cheshireeast.gov.uk

Dear Sir/Madam

Community Infrastructure Levy and Local Plan Strategy Sites

I am writing to you as a promoter or developer of a site allocated within the Local Plan Strategy.

As you are aware, we have now started work on a future Community Infrastructure Levy ("CIL") for the Borough. The Council and its consultants Keppie Massie have prepared and consulted upon a Preliminary Draft Charging Schedule as its 'starting position' regards a future CIL charging schedule for the Borough.

I wrote to you on the 3 March 2017 with information regarding the consultation on the Preliminary Draft Charging Schedule and encouraged Local Plan Strategy site promotors to engage with the Council through the consultation.

Following initial consideration of the comments received and in recognition of paragraph 19 (reference ID 25 -019) of the Planning Practice Guidance on CIL and the need for ongoing viability testing of a selection of strategic sites to supplement existing data, the Council and its consultants Keppie Massie would like to provide a further discrete opportunity for Local Plan Strategy site promotors to **submit any further 'appropriate and available' evidence that you would like the Council and its consultants to take into account at this stage.**

Please submit any further 'appropriate and available' information to CIL@cheshireeast.gov.uk by **Wednesday 17 May 2017**.

We will then use the information submitted alongside the evidence received during the consultation on the Preliminary Draft Charging Schedule to come to a view on the Council's CIL position, at Draft Charging Schedule stage, on Strategic Sites in the Local Plan Strategy.

We welcome your ongoing support in achieving a robust CIL position in Cheshire East.

Yours sincerely

Appendix 11 – Spatial Planning Update (March 2017)

Community Infrastructure Levy

The Community Infrastructure Levy (CIL) is a charge that the Council can make on certain new developments to raise funds to invest in infrastructure in the Borough. Six weeks of public consultation commenced on 27 February inviting views on the council's Preliminary Draft Charging Schedule (PDCS) and is due to run until Monday 10 April 2017. It sets out draft charging rates on new development across the borough. The Council's viability evidence justifying the draft charging rates has been published alongside the PDCS, as will a draft 'Regulation 123 list' which indicates the infrastructure projects and infrastructure types that the Council currently considers should be contributed towards from CIL receipts rather than through Section 106 contributions. The papers can be found at www.cheshireeast.gov.uk/localplan

A Draft Charging Schedule, similarly accompanied by viability evidence and also a final draft Regulation 123 list will be published for a further round of public consultation for six weeks later this year. These versions of the documents will reflect any changes needed in the light of earlier consultation feedback. After this second round of consultation, the charging schedule will then be finalised and submitted for examination by an independent Inspector. It is envisaged that the CIL could be adopted and operational early in 2018.

Annex 1 : Summary of Comments Received and Council's Response

1) Do you agree with the assumptions and methodology used in the Keppie Massie Preliminary Draft Charging Schedule Viability Assessment?		
Name / Organisation	Summary of key Issue Raised	Council's Response
Karen Tomlinson (PSCS22)	<ul style="list-style-type: none"> • KM report does not take account of differences between communities. • Development puts pressure on existing infrastructure and amenities in Disley • CIL rates for Disley should be on par with Poynton, Alderley Edge and Wilmslow 	CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie draft charging schedule viability report.
Savills on behalf of Triton Property Fund (PDCS 48)	<ul style="list-style-type: none"> • Owner of Grand Junction Retail Park in Crewe. • The £66 per sqm proposed CIL charge for retail use is too high and will have unintended consequences. • Evidence is too high level and not robust • Evidence should take account of demographics as they impact indirectly on factors such as rental levels • Impact of the UK leaving the EU • Yield information varies between 4.7% and 15.6% with a limited number of examples. • Rental information used is from two smaller units over 3.5 years ago and not reflective of rental tone. • Question regarding the commercial land values used in para 5.26 of the KM report 	<p>The retail charging levels, proposed in the draft charging schedule, have struck an appropriate balance between additional investment to support development and the potential effect on the viability of developments. Consultants Keppie Massie have considered the comments made in this representation in producing the draft charging schedule viability report.</p> <p>The proposed CIL rates are not set to a maximum to allow for a viability buffer—in accordance with the Government's CIL NPPG (paragraph 20). The proposed CIL rates as set out in the Draft Charging Schedule are considered to strike an appropriate balance between the desirability of funding infrastructure from the levy and the potential impact on the viability of development.</p>
Indigo Planning on behalf of Morris Homes (PDCS 47)	<ul style="list-style-type: none"> • Our client is promoting a small scale residential development at the edge of Handforth for approximately 20 dwellings through the council's Call for Sites exercise. • It is a brownfield site. If Zone 5 CIL rate is applied, it could render this site unviable for residential development. Council should realign its boundary, so that the site is removed from Zone 5 and included within the Zone 1 area (ie.Handforth Settlement). • Reference to PPG and setting CIL charges at the margin of economic viability 	<p>The submission does not include any appropriate and available evidence regarding the viability position of the site. No additional viability evidence has been provided as part of the representation as to what the appropriate level of CIL or viability buffer should be for this zone.</p> <p>The proposed CIL rates are not set to a maximum to allow for a viability buffer—in accordance with the Government's CIL NPPG (paragraph 20). The proposed CIL rates, in the draft charging schedule are considered to strike an appropriate balance between the desirability of funding infrastructure from the levy and the potential impact on the viability of development.</p>

<p>Barton Willmore on behalf of Trafford Housing Trust (PDCS60)</p>	<ul style="list-style-type: none"> • CIL must be sufficiently flexible to protect the viability of development types that come forward across the Borough. • Welcomes use of a differential CIL rate across the Borough. • Concerned with the CIL rate proposed for Zones 4 and 5 and considers that they will harm the deliverability of sites. • Little regard in the viability assessment has been made regarding the time taken to delivery residential development which will impact on cost (loan interest etc) and profits (staggered sales) • Impact of UK’s future relationship with the EU should be noted and appraised in the report 	<p>The proposed CIL rates as set out in the Draft Charging Schedule are considered to strike an appropriate balance between the desirability of funding infrastructure from the levy and the potential impact on the viability of development.</p> <p>The viability assessment considers a great number of variables and has been informed by appropriate available evidence across the area. An appropriate range and types of sites have been sampled across the charging area, to supplement existing data. The proposed CIL rates are not set to a maximum to allow for a viability buffer– in accordance with the Government’s CIL NPPG (paragraph 20).</p>
<p>Indigo Planning on behalf of Seddon Homes (PSCS46)</p>	<ul style="list-style-type: none"> • Objects to the fact that the DVS does not assess strategic sites in the emerging LPS • BCIS Data – no clear explanation of why typical BCIS data has been used rather than an understanding of the true cost of development • North Congleton – discrepancies between the work undertaken by KM and the work undertaken to support the LPS • There is little evidence to support the creation of Zones 4 and 5 (greenfield areas). The Draft Viability Appraisal provides general comments on the viability of greenfield development but does not suggest that charging zones should then be created for all ‘greenfield areas’. • This ‘broad brush’ approach to all greenfield areas fails to acknowledge that many greenfield sites are located within Low and Medium Value areas (as defined in the Draft Viability Appraisal). • The Draft Charging Schedule does not acknowledge development on brownfield sites, even though the Draft Viability Appraisal accepts that in many areas brownfield development remains unviable. SHL request that development on brownfield sites has a £0 CIL rate. 	<p>The viability report by Keppie Massie to support the Draft Charging Schedule has undertaken an appraisal of a selection of Local Plan Strategy strategic sites alongside an assessment of typologies in the Borough. This includes a number of sites within the North Congleton area.</p> <p>Keppie Massie has considered all the comments made within this representation within the Draft Charging Schedule viability report and has clearly set out its evidence with regard the cost data employed by the consultants.</p>

<p>Audlem Parish Council – Kirstin Dixon (PDCS25)</p>	<ul style="list-style-type: none"> • Audlem Parish Council does not agree with the assumption that all new development within the areas listed in Zone 1 will be on brownfield sites. 	<p>CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie draft charging schedule viability report</p>
<p>Mosaic Town Planning on behalf of Persimmon Homes (PDCS54)</p>	<ul style="list-style-type: none"> • Persimmon Homes, is party to representations submitted by Savills (PCDS 51). Persimmon are in full agreement with the points made by Savills and rely upon these for its primary representation: • Definition of CIL value areas – unclear why they differ from the PDCS • Threshold Land Value – concern regarding the methodology and assumptions used • Viability buffer – 50% buffer should be used. • Open market sales values – no evidence provided for Poynton • Affordable Housing – Registered Providers are renegotiating S.106 packages • Development costs - We would suggest that the most recent BCIS data for estate housing is adopted, accepting that the median rate is a fair average. • Site opening costs – should reflect the Harman Report of a range of £17,000 - £23,000 per dwelling is appropriate for large sites. Urge that WYG review this assumption and adopt a more appropriate rate of £20,000 per dwelling plus for sites of more than 250 units. • Professional fees – 8-12% range should be adopted and reflective of actual costs • Developer’s Profit - advocate that a minimum allowance of 20% - 25% on GDV (blended) is modelled for larger sites. Savills have produced research on this subject which is attached to this letter. • Affordable Housing Contributions - request more evidence to support the split of 2 and 3 bed properties. • Sales and Marketing Costs - It is our experience that rates of between 3 and 5% are appropriate depending on the scale 	<p>Keppie Massie has considered all the comments within this representation in the draft charging schedule viability report and has updated assumptions, where appropriate.</p> <p>The Council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p> <p>The viability report by Keppie Massie to support the Draft Charging Schedule has undertaken an appraisal of a selection of Local Plan Strategy strategic sites alongside an assessment of typologies in the Borough. The viability work also takes account of changing market conditions since the earlier evidence base was collated.</p> <p>Evidence on S.106 agreements over the last three years has been provided in the S.106 and CIL position statement.</p>

	<p>and type of development proposed. As such we would prefer to see 4% as a mid range assumption if the same rate is going to be applied to all sites.</p> <ul style="list-style-type: none"> • S106/S278 contributions - on top of the affordable housing mentioned above, a rate of £4,000 per dwelling for S106/S278 contributions is applied. Evidence should be provided over 3 years. • Viability Results - there is a concern that the surpluses and deficits shown in the development appraisals are not reflected in the tables in section 6 of the report. 	
<p>Hourigan Connolly on behalf of Anwyl Land, Co-operative Estates, Gladman Developments, Richborough Estates, Stewart Milne Homes and Story Homes (PDCS 55)</p>	<ul style="list-style-type: none"> • No analysis of strategic sites over 1,000 dwellings. • The PDCS has adopted a zoning system which designates on the basis of Zones 1-5. As opposed to zoning sites on a brownfield/greenfield differential basis as reflected in the viability report. No explanation has been supplied as to why the Council has disregarded the evidence base in this respect. <p>In respect of appraisal inputs:</p> <ul style="list-style-type: none"> • Benchmark land values – benchmark land values are too low • Open Market Values – overestimation of achieved land values • Affordable housing values – agree in principle • Densities – agree in principle but consider specific regard should be had to different size sites where densities fluctuate • Open Market Housing – agree in principle • Net Development Area - ratios underestimate the extent of ‘non-developable’ land, particularly at the larger end of the scale • Stamp Duty / sales timescales – agree in principle • Build costs – BCIS composite rates do not take into account sufficient abnormal development costs • Professional fees – 6% allowance sufficient for 50-100 unit schemes 	<p>Keppie Massie has considered all the comments within this representation in the draft charging schedule viability report and has updated assumptions, where appropriate.</p> <p>The Council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p> <p>The viability work also takes account of changing market conditions since the earlier evidence base was collated and the outcomes of testing a selection of the Local Plan Strategy strategic sites.</p> <p>Evidence on S.106 agreements over the last three years has been provided in the S016 and CIL position statement.</p>

	<ul style="list-style-type: none"> • S.106 – approach to determining S.106 costs is flawed • Developers Profit – 2-% should be benchmark for large and small schemes • Debit rate – agree in principle but note that smaller sites are likely to be funded through secondary lending routes. • Marketing costs – agree in principle. • Land values – dated transactional evidence on land and should reflect land price inflation • Land values and comparable evidence is not sufficiently spread across the value areas. The approach adopted does not take into account the reluctance of landowners to sell for anything other than a price which is as close to full residential value as possible. Landowners will often play ‘the long game’. • Open market sales values - We have grave misgivings about the accuracy of the sales data provided • Affordable housing values - We are in general agreement with the discount to open market value that has been assumed by KM in their analysis. • Densities - We consider that the density differentiation between brownfield and greenfield is not justified. • Net Developable Area - KM have adopted conversion rates from gross land area to net developable land area subject to the size of site. Whilst we agree with the general approach outlined we question the ratios adopted in respect of the larger sites. • Build Costs - We consider the combination of the opening-up costs and decontamination allowance to be inadequate to cover the potential additional costs of development. • Professional fees, a higher figure has been adopted for schemes over 50 units, and whilst we agree that volume housebuilders incur lower professional fees owing to them having their own in-house teams, we believe the threshold should be higher at around 100 units. • Section 106 / Section 278 - The approach used to determine an appropriate level of Section 106 contribution on a per unit basis is flawed. Each site and its circumstances are different 	
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	<p>and applying an average has its own issues.</p> <ul style="list-style-type: none"> • Developers Profit - We agree that a 20% profit on GDV is appropriate for typical residential projects but do not accept that a lower level of profit should apply to schemes of 5-10 units. • Finance Costs - An overall figure of 7% has been adopted by KM. Whilst we believe that this is generally appropriate, for schemes up to 50 units and possibly up to 100 units, developers will be sourcing finance from more expensive lenders and under such circumstances a figure of between 10% and 12% should be recognised. 	
Liz Osborn, Poynton Town Council (PDCS 38)	<ul style="list-style-type: none"> • One fundamental problem in many cases is that development cannot commence until the necessary infrastructure is delivered. It is hoped that this would not be the situation in areas of Cheshire East like Poynton which will have to expect a much higher rate of development than has been normal over recent decades. 	CIL, once adopted, will be one of a number of mechanisms to deliver infrastructure in the borough including S.106 / S.278 and planning conditions attached to planning permissions.
Mark Robinson, Wrenbury Parish Council (PDCS 26)	<ul style="list-style-type: none"> • Wrenbury village and its very rural surrounding Parish should be within Zone 4 (CIL Rate of £112 per sqm). The Parish is subject to very poor, aged, and failing access and infrastructure services. Without income from such a levy the local infrastructure, and therefore community and effectiveness as a Local Service Centre will decline. 	CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie Draft Charging Schedule Viability Report
Turley Associates on behalf of W&S Sandbach Limited and Ainscough Strategic Land (PDCS56)	<ul style="list-style-type: none"> • Concern that testing of strategic sites has been left to later stages • Concern over acknowledgement that further work required on costing data and BCIS to inform the Draft Charging Schedule • Important that full and accurate source references are provided to data included in the report. • The gross and net site area should be provided for each of the comparable sites where the information is available • The average unit sizing stated within table 3.5 appears to be reasonably based upon the units which are currently being delivered within Cheshire East • Paragraph 3.26 of the KM report states that densities 	<p>A selection of Local Plan Strategy strategic sites have been tested to derive the draft charging schedule position.</p> <p>Keppie Massie has considered comments raised within this representation within the Draft Charging Schedule viability report and has updated its assumptions, where appropriate.</p> <p>The Council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p>

	<p>equating to 36 dwellings per hectare have been adopted for brownfield sites and 30 developments per hectare for greenfield sites. For high level assessment purposes, the Parties regard these as acceptable.</p> <ul style="list-style-type: none"> • Gross to net site ratios require refinement • Value areas in the KM report require refinement • Appendix 1 –entries highlighted red in the KM report require further explanation • Land Values - Concern over the sources of data • base input land costs require further explanation • Development programme - The majority of national housebuilders would, in their opinion, operate a 250 scheme as a single outlet with those of 300+ units more likely to be split. • Sales rates do not fit those anticipated on large schemes • Sales values - Source of data requires clarification • Build Costs - Parties acknowledge that some alterations may be required to make allowances for the data set upon which BCIS analysis is based, the deduction of allowances for both contractors profit and adjustment for scale are excessive and un-evidenced. • Professional fee allowances are marginal, and too low for larger typologies. • Contingency at 5% is regarded as reasonable, but the cost to which this is to be applied is not clear from the wording within Appendix 5. Contingency allowance should relate to all costs relating to construction. • Allowances for site opening up costs fall short of the Harman report (2012) which are in themselves dated and require increasing • Further reasoning required for abnormal costs • The Parties are very concerned that the costs of constructing garages is proposed to be included in the 15% external works allowance as adopted by WYG. • S.106 / S.278 assumptions and guidance - The continuation of CIL at the same level as received during recent years does not 	
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	<p>appear appropriate and is contrary to CIL Guidance. A clear breakdown of the S106 contributions received within the last three years must be provided for scrutiny to ensure that S106 and items included within the CIL 123 list are not duplicated.</p> <ul style="list-style-type: none"> • Developers Profit - Paragraph 5.82 proposes a profit level based on 15% of GDV for smaller housing schemes of 5 and 10 homes. The Parties do not regard this as an appropriate approach and are not aware of evidence to support such an assumption. • Non Residential Uses - The PDCSVA assesses the majority of commercial uses as significantly unviable, which falls in line with the Parties' experience. The high level viability assessment assumptions adopted within the PDCSVA have little evidential support within the document • Commercial land values - no differential is provided between commercial development land values on brownfield or greenfield land • From commentary obtained from Legat Owen Chartered Surveyors, who are active commercial agents in Cheshire East, their opinion was that good quality commercial land in Sandbach would trade at circa £275,000 per acre • Sales values - The proposed £/sqm capital values should be included within table 5.9 which sets out the rent and investment yield only. • Non residential construction costs - Further reasoning and evidence is required to support the costs which are added to main BCIS elements. • Developer's Profit & Overhead - Turley and the Parties are not aware of any wide spread use of commercial developer's profit equating to 15% of costs. • Viability Testing Results - tables 6.2-6.11 summarise the outputs of the viability appraisals. From the tables it is clear that there is a significant differential between the results of the greenfield and brownfield appraisals • Interpretation of Testing Results - It is noted that within paragraphs 7.26-7.28, the larger 500 and 1,000 dwelling 	
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	<p>viability results are excluded from the assessment of an appropriate CIL level, following the application of a 30% buffer. However, the exclusion of the larger sites does not appear to be reflected within the recommended CIL tariff set out at table 7.2, the preliminary draft charging rates set out at paragraph 6.1 of the PDCS, or the CIL charging zone map at figure 10 of the PDCS. The proposed rates appear to cover all forms of residential development in the applicable areas.</p>	
<p>Savills on behalf of Wain Group (Himor and Wainhomes), Dewscope, Bloor Homes and Persimmon Homes (PDCS 51)</p>	<ul style="list-style-type: none"> • Further information required on definition of value area(s) • Concern over Threshold Land Value assumptions • A 50% viability buffer should be employed. • Affordable Housing – Registered Providers are renegotiating S.106 packages • Construction costs – should adopt the BCIS data for estate housing (median rate) • No evidence for abnormal costs • Site opening up costs should be reviewed in line with the Harman guidance • Professional fees – 12-8% range would be a more appropriate range to use • Profit – advocate a minimum allowance of 20-25% on GDV (blended) is modelled for larger sites • Sales and marketing – rates between 3-5% are appropriate • S.106 / S278 – more evidence is required • Concern over definitions used in the KM report compared to that employed by the Council (particularly the use of ‘built up’ by the Council in determining their charging zones). 	<p>Keppie Massie has considered comments raised within this representation within the Draft Charging Schedule viability report and has updated its assumptions, where appropriate.</p> <p>The Council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p> <p>The OS based plans presented alongside the charging schedule clearly delineate the charging zones.</p> <p>Evidence on S.106 agreements secured over the last 3 years has been provided in the S.106 and CIL position statement.</p>
<p>Emery Planning on Behalf of Wain Homes, Dewscope and Bloor Homes (PDCS53)</p>	<ul style="list-style-type: none"> • Please refer to Savills response above (PDCS 51) 	<p>Noted.</p>

<p>Cushman & Wakefield on behalf of Redrow Homes, Jones Homes, Richbrough Estates</p>	<ul style="list-style-type: none"> Submitted their own detailed preliminary appraisal of sites CS10, CS40 & CS32 of the Local Plan Strategy and appraisal outputs suggests that these sites should be excluded from CIL Question why site CS8 (South Macclesfield Development Area) of the LPS is excluded from the CIL Charge and ask for evidence of why this approach has been taken. Also, disagree with allowance made for: <ul style="list-style-type: none"> Abnormal Infrastructure Site Opening Up costs Threshold land value CIL viability buffer. 	<p>The South Macclesfield Development Area site in the Local Plan Strategy has been subject to testing as part of the work undertaken to support the draft charging schedule.</p> <p>Consultants, Keppie Massie have reviewed comments made in relation to the inputs of the appraisals undertaken and have made changes to the approach, where appropriate and supported by evidence.</p>
<p>Savills on behalf of Redrow Homes, Barratt Homes, David Wilson Homes, Taylor Wimpey UK and Jones Homes (PDCS49)</p>	<ul style="list-style-type: none"> The consortium object to the principle of CIL on the strategic allocations Appropriate evidence including the details of viability appraisals should be publically available Cost of Section 278 infrastructure should be a relevant consideration in the viability evidence. <p>Comments on viability appraisal</p> <ul style="list-style-type: none"> Clarification sought on whether all allocated sites will be tested within further strategic modelling. Clarification sought as to how the 5 testing areas in the KM report correspond to the 5 Charing zones. Clarification required on methodology Typologies - request that 750 dwelling typology is incorporated - broader range of typologies Disagree with Benchmark Land Values / Open Market Values / Affordable housing value / per hectare densities Dwelling sizes - clarification as to whether garages are included in the appraisal. Garages form part of the Gross Internal Area and therefore CIL liable. Disagree with Net Developable Area Stamp Duty - agree in principle Planning Fees - disagree with assumption used Sales - disagree with assumptions used 	<p>Keppie Massie has considered all the comments within this representation in the draft charging schedule viability report and has updated assumptions, where appropriate. This has included clarification on the value area boundaries.</p> <p>The Council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p> <p>The viability work also takes account of changing market conditions since the earlier evidence base was collated and the outcomes of testing a selection of the Local Plan Strategy strategic sites.</p>

	<ul style="list-style-type: none"> • Construction costs - disagree with assumptions used • Affordable housing - agree in principle • S106 / 278 contributions – disagree • Developer Profit – disagree • Debit Rate - agree in principle • Marketing cost and sales - expect a range of 3-5% as in the KM report. Advocate a 4% figure is adopted. <p>There are a number of points within the KM & WYG Viability Appraisal that require clarification. This includes:</p> <ul style="list-style-type: none"> • The boundaries and extent of the five Value Areas and the relationship between the five Charging Zones and Value Areas. • No supporting evidence for the Existing Use Values and Benchmark Land Values has been provided; • No supporting evidence has been provided for the affordable housing values; • The generic modelling does not incorporate headline BCIS data. No evidence has been provided to support the baseline construction costs adopted; • No allowance has been made within modelling for planning promotion costs nor abnormal costs; • No evidence has been provided to support the site opening up costs assumed for Greenfield sites; • The allowance for professional fees moves away from the range stated with industry recognised guidance; • An inconsistent approach has been used when setting a viability buffer. • The consortium has undertaken alternative modelling - recommend that a nil levy is applied to Greenfield sites in excess of 150 dwellings across Charging Zone 4 and 5. 	
<p>Axis on behalf of Tata Chemicals</p>	<ul style="list-style-type: none"> • Concern over approach to strategic sites and imperative that the viability of an appropriate sample of Strategic Sites are tested 	<p>The draft charging schedule consultation is supported by viability testing of a selection of Local Plan Strategy strategic sites. The sites represent different typologies and locations of development, across the borough.</p>

Europe (PDCS 21)	<ul style="list-style-type: none"> • We question whether the PDCS or Viability Assessment explains sufficiently clearly how the proposed rates contribute towards the implementation of the plan (albeit the Draft Regulation 123 Appendix does list out the types of infrastructure projects that could potentially be funded). • The Charging Authority is required to identify the total cost of infrastructure that they wish to fund wholly or partly through the levy as well as what infrastructure is needed in their area to support development. The link therefore between the Draft Regulation 123 list and the assessment of what is required is not clear. • We support the residual approach to methodology for CIL charging as it is realistic and maximises the opportunity for the levy to have a positive effect which does not threaten the ability to develop viably the sites required. • Regard needs to be had to realistic development costs including costs arising from other regulatory requirements and policies on planning obligations. 	The council has identified the potential list of infrastructure to be funded via CIL and the relationship to section 106 planning obligations in the S106 and CIL position statement document. The council has also prepared an infrastructure projects document which details the items in the regulation 123 list and the respective funding gaps that CIL could potentially seek to address.
Axis on behalf of EDF Energy (PDCS20)	<ul style="list-style-type: none"> • See comment above (PDCS 21) 	Noted
Barton Willmore on behalf of the Crown Estate (PDCS 18)	<ul style="list-style-type: none"> • In respect of sales values for newly constructed dwellings (2015 onwards), it is recognised that the values adopted in Knutsford have been derived from recent sales values in Wilmslow and Alderley Edge. Whilst noting that Knutsford is a highly desirable place to live we do not consider that Knutsford is as comparably 'high value' as Alderley Edge and Wilmslow against which to benchmark. • The average house price in Alderley Edge was £605,267, in Wilmslow was £413, 403 compared to the Knutsford average of £396,643. • Net Developable Areas – concern that the assumed net developable areas applied in the Viability Study are too high and consultation should take place with strategic site promoters who can provide more accurate information to inform this component of the viability assumptions. 	Keppie Massie has considered all the comments within this representation in the draft charging schedule viability report and has updated assumptions, where appropriate. This has included clarification on the value area boundaries.

<p>Knutsford Conservation and Heritage Group (PDCS 11)</p>	<ul style="list-style-type: none"> • Knutsford Conservation and Heritage Group (KCHG) do not agree with the assumptions and methodology used. • The Viability Assessment deals with CIL. But CIL is only one element to be used by the Council “towards funding the necessary and required infrastructure in the Borough” to support development, as set out in CEC’s Infrastructure Delivery Plan (CEC’s Document, para 4.3). • It is noted that CEC’s Infrastructure Delivery Plan identifies a current total funding gap of £372,763,650 - £450,645,650 (para 4.6), that funding gap relates only to CEC’s forecasts of such infrastructure as it considers necessary to ensure the soundness of the LPS to allow for its adoption. In reality, the infrastructure needs of Cheshire East communities may well exceed CEC’s forecast funding gap • As CIL is but one of the funding sources to deliver infrastructure, what sensitivity analysis has been undertaken by CEC of those other funding sources, and what risks of them being other than as per CEC’s quantified forecasts? • CEC’s proposed monitoring and review of CIL (para 5.4) appears insufficient and triggers for review • There is insufficient clarity on what infrastructure is to be funded by CIL or another mechanism, and why that funding source is decided on. 	<p>CIL is one source of funding infrastructure in the borough and will sit alongside mechanisms, such as S.106 agreements, to deliver infrastructure to support the development intentions of the Local Plan Strategy.</p> <p>The Infrastructure Delivery Plan includes in the various infrastructure delivery schedules other funding sources that can contribute towards meeting the infrastructure delivery gap identified. The government recognizes that there will be uncertainty in pinpointing other infrastructure funding sources, particularly beyond the short-term. With this in mind, the council has focused on providing evidence on identifying an aggregate funding gap that demonstrates the need to put in place the levy, in the first instance.</p> <p>The council has included monitoring triggers for CIL performance alongside indicators that measure the Local Plan Strategy. For example, Local Plan Strategy monitoring indicator MF1 (provision of infrastructure) includes within its ‘proposed action for target not being met’ a review of the operation of CIL and the Charging Schedule.</p>
<p>Bunbury Parish Council (PDCS 10)</p>	<ul style="list-style-type: none"> • The areas listed in Zone 1 are Principal and Key Towns and Villages where the majority of new development will take place. To levy a zero charge does not make sense when these are the areas where the majority of new housing will take place and will as a result require improvements to existing infrastructure. • A zero rate in these areas also denies Parish Councils that have Neighbourhood Plans in place the 25% contribution that could be used for small projects that are identified locally, bringing decision making to a truly local level. • A flat rate charged across the Borough, of say £135 (Cheshire West are using this rate) would not be unreasonable 	<p>CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie draft charging schedule viability report.</p> <p>Each charging authority has to set CIL rates based on its own evidence and circumstances. The council consider the proposed CIL DCS is based on robust and appropriate evidence and is justified in its own context. Cheshire West and Chester has now adopted its CIL Charging Schedule, to be implemented from September 2017, with a rate of £70 for Chester and the rural area (zone 1) - reduced from £110 following examination.</p>

<p>DPP on behalf of Argonaught Holdings Limited (PDCS44)</p>	<ul style="list-style-type: none"> • In general terms yes as the assessment is based on conventional assessment/appraisal models. However, can anomalies or one off situations can be adequately accommodated through this type of initiative? • The proposed rates are based on the assumption that development in designated locations will either be viable or would not be viable if a CIL charge were to be rendered, hence the range of charges proposed. • Keeping the bias on s106 contributions at least allows some flexibility on scope and overall amount of a contribution whereas this is less easy with CIL, which as experience tells can be applied with far less flexibility. 	<p>Noted.</p>
<p>How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)</p>	<p>Comments relating to a number of matters including:</p> <ul style="list-style-type: none"> • Use of average median values of data; • Dwelling sizes; too broad brushed • Gross to Net site ratios; do not allow for a significant buffer • Densities per acre; KM have excluded a number of developments from their assessment • Base input land costs; no viability cushion • Sales values; require further market evidence • Acquisition costs - allowances made are within acceptable tolerances but at the lower end of the range • Development programmes; assumption over the 'doubling up' of developers needs further evidence • Construction costs; BCIS costs need updating. Requires further consideration of abnormal costs. • The Charging Zone Map; requires further consideration • S106 / S278 costs; require further evidence and • Developer's profit - 20% of GDV should be a minimum. 	<p>Keppie Massie has considered all the comments within this representation in the draft charging schedule viability report and has updated assumptions, where appropriate.</p> <p>The council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p> <p>The council has identified the potential list of infrastructure to be funded via CIL and the relationship to section 106 planning obligations in the S106 and CIL position statement document. The council has also prepared an infrastructure projects document which details the items in the regulation 123 list and the respective funding gaps that CIL could potentially seek to address.</p>
<p>Bob Sharples (PDCS8)</p>	<ul style="list-style-type: none"> • The approach appears to be sound 	<p>Noted</p>
<p>Bollington Neighbourhood Plan (PDCS 57)</p>	<ul style="list-style-type: none"> • We do not consider that the assessment of differences in viability of future construction in the different settlement areas is valid or justified. There will be significant variation within each area depending on the initial site condition and the nature of the proposed development. 	<p>The Council consider the proposed CIL DCS is based on robust and appropriate evidence. The CIL NPPG states the council should use an area based approach involving a broad test of viability across the area as evidence to inform the charge. Viability of CIL has been assessed through the CIL Viability Assessment.</p>

Barton Willmore on behalf of the Cranford Estates Ltd (PDCS 42)	<ul style="list-style-type: none"> • Little regard appears to have been made within the Viability Appraisal towards the time taken to deliver a residential development, which will affect costs (due to interest on loans/ongoing costs) and profits (with staggered sales). This is likely to vary across the Borough • CEC must ensure that the levy sought is sufficiently flexible to protect the viability of the potential range of development types which might come forward across the Borough over the Plan period. In view of this, our Client welcomes the decision made by CEC to adopt a range of CIL rates across the Borough in response to differing land and development values. • At present it is unclear what levy, if any, will be charged by the Council towards brownfield proposals within Zoned 4 and 5 of the Borough. • Concerned by the proposed CIL rate for residential proposals within Zones 4 and Zone 5. 	
Cheshire Association of Local Councils (PDCS 31)	<ul style="list-style-type: none"> • No, as it not clear why some settlements in the north charge £88/sqm for new housing and yet in the south the charge is £0. • It is also not clear why there is an apparently arbitrary line from Goostrey to Bollington where development in the rural areas is charged above the line at £168 and below the line at £112? • We would recommend a flat charge across the Borough similar to that in the Cheshire West area of £110 per square meter for new residential developments in Crewe and Macclesfield urban areas, the key towns, the Local Service Centres and the whole rural area. 	<p>CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie draft charging schedule viability report.</p> <p>Each charging authority has to set CIL rates based on its own evidence and circumstances. The council consider the proposed CIL DCS is based on robust and appropriate evidence and is justified in its own context. Cheshire West and Chester has now adopted its CIL Charging Schedule, to be implemented from September 2017, with a rate of £70 for Chester and the rural area (zone 1) - reduced from £110 following examination.</p>
Dr Sarah Anderson (PDCS4)	<ul style="list-style-type: none"> • Disagree with methodology and outcomes 	The Council consider the proposed CIL DCS is based on robust and appropriate evidence.
Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> • Yes 	Noted

<p>Congleton Town Council (PDCS58)</p>	<ul style="list-style-type: none"> • No, as it not clear why some settlements in the north charge £88/sqm for new housing and yet in the south the charge is £0. It is also not clear why there is an apparently arbitrary line from Goostrey to Bollington where development in the rural areas is charged above the line at £168 and below the line at £112? • We would recommend a flat charge across the Borough similar to that in the Cheshire West area of £110 per square metre for new residential developments in Congleton, Crewe and Macclesfield urban areas, the key towns, the Local Service Centres and the whole rural area. 	<p>CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie draft charging schedule viability report.</p> <p>Each charging authority has to set CIL rates based on its own evidence and circumstances. The council consider the proposed CIL DCS is based on robust and appropriate evidence and is justified in its own context. Cheshire West and Chester has now adopted its CIL Charging Schedule, to be implemented from September 2017, with a rate of £70 for Chester and the rural area (zone 1) - reduced from £110 following examination.</p>
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2) Do the proposed rates in the Preliminary Draft Charging Schedule strike an appropriate balance between funding infrastructure and any potential effects on the viability of development?		
Name / Organisation	Summary of Issue Raised	Council's Response
Nicola Clarke – Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> Need a less ambiguous definition of viability. Parish Council consider that viability as development which supports the Neighbourhood Plan. 	<p>CIL regulations require charging authorities to set a CIL rate which does not threaten the ability to develop viably the sites and scale of development identified in the relevant Plan (in this case the Local Plan Strategy).</p> <p>Charging authorities should use that evidence to strike an appropriate balance between the desirability of funding infrastructure from the levy and the potential impact upon the economic viability of development across their area.</p>
Karen Tomlinson (PSCS22)	<ul style="list-style-type: none"> Whilst a balance needs to be struck, the proposed £0 band CIL rate for Disley is not appropriate. CIL from new homes is needed to fund infrastructure. 	<p>CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance based on the recommendations in the Keppie Massie draft charging schedule viability report.</p>
Indigo Planning on behalf of Seddon Homes (PSCS46)	<ul style="list-style-type: none"> There should be transparency on what a charging authority intends to fund in whole or in part through the levy and those matters where s106 contributions may continue to be sought. 	<p>The Council has prepared a position statement on the CIL and Planning Obligations to provide further advice on such matters.</p>
Audlem Parish Council – Kirstin Dixon (PDCS25)	<ul style="list-style-type: none"> The proposed charges for the Key and Local Service Centres in the south of the Borough in Zones 1 and 4 do not make sense. These areas are the ones that are subject to most development in the Borough and where the infrastructure is least able to cope with the additional pressure that development brings. This policy is counter-intuitive. Additionally, by imposing a higher rate on areas in the north, this could divert development to areas in the south where no, or a lesser, charge is levied. An alternative way would be to levy a flat charge for all residential development, as is the case in Chester and the rural areas of Cheshire West. 	<p>The proposed charging levels are supported by an economic viability study. CIL rates have been set in relation to economic viability evidence as required by the CIL regulations and are not a policy decision.</p> <p>Each charging authority has to set CIL rates based on its own evidence and circumstances. The council consider the proposed CIL DCS is based on robust and appropriate evidence and is justified in its own context. Cheshire West and Chester has now adopted its CIL Charging Schedule, to be implemented from September 2017, with a rate of £70 for Chester and the rural area (zone 1) reduced from £110 following examination.</p>

Liz Osborn, Poynton Town Council (PDCS 38)	<ul style="list-style-type: none"> • CIL will only make up a small percentage of the shortfall. Local authorities are therefore reliant on securing alternative funding sources. There is a limited amount of public funding available, making it necessary to prioritise certain projects. • It is therefore important for the Town Council to continue to recognise the continuing value of section 106 agreements and other sources of funding for infrastructure as CIL is only one funding source available. 	The role of CIL, as one funding source alongside S.106s and other funding streams is recognised by the Council as important in order to deliver the overall infrastructure requirements to support the Local Plan Strategy.
Mark Robinson, Wrenbury Parish Council (PDCS 26)	<ul style="list-style-type: none"> • We agree with the rates, and consider that they strike the right balance, we simply do not agree with the zoning applied within our Parish 	The proposed CIL charging rates and zoning as they apply across the Borough are supported by an economic viability study.
Turley Associates on behalf of W&S Sandbach Limited and Ainscough Strategic Land (PDCS56)	<ul style="list-style-type: none"> • The proposed rates are based on an assessment of viability which requires significantly greater levels of evidence and reasoning along with amended assumptions, particularly in respect of benchmark land values to ensure that sites are assessed on an equitable basis 	The draft charging levels are supported by an economic viability study, as amended following the consultation on the preliminary draft charging schedule, and have been set in relation to economic viability evidence as required by the CIL regulations.
Axis on behalf of Tata Chemicals Europe (PDCS 21)	<ul style="list-style-type: none"> • The PDCS strikes an appropriate balance between the desirability of funding infrastructure in whole or in part the actual and estimated total cost of infrastructure required to support the development of its area 	Noted
Hourigan Connolly on behalf of Story Homes (PDCS 45)	<ul style="list-style-type: none"> • The PDCS has adopted a zoning system which designates on the basis of Zones 1-5. As opposed to zoning sites on a brownfield/greenfield differential basis, as identified in the Keppie Massie evidence, the Council has devised the zones on a built-up/greenfield differential basis (outlined in Table 1). • The consequence is that based on the PDCS and the accompanying maps, several sites would be subject to a CIL charge, which should not be subject to a charge according to KM's analysis. Outer Crewe, including Site CS 4, is one of those sites. • Site CS 4 is identified as a low zone in the Keppie 	<p>The draft charging schedule sets out a CIL position on all of the Local Plan Strategic sites following viability testing of a selection of sites.</p> <p>The zoning map, attached to the CIL charging schedule is considered to be aligned with viability evidence produced by Keppie Massie and the requirements associated with the differentiation of sites.</p>

	<p>Massie evidence. It should therefore be included in a zone with a £0 per square meter charge in line with the Keppie Massie evidence.</p>	
<p>Axis on behalf of EDF Energy (PDCS20)</p>	<ul style="list-style-type: none"> Please refer to response (PDCS 21) 	<p>Noted</p>
<p>Barton Willmore on behalf of the Crown Estate (PDCS 18)</p>	<ul style="list-style-type: none"> The Crown Estate considers that it would be inappropriate to apply a uniform CIL level across the whole of the Borough, or indeed across all types of development. As such setting an appropriate CIL level will clearly differ depending on the location and type of development proposed. In every variation the figure must be realistic and reasonable and based upon sound evidence. We recognise that some of the assumptions used in the methodology of the Viability Assessment may need to be amended following consultation on the strategic sites 	<p>The support for setting differential CIL rates across the Borough is noted.</p> <p>The updated Viability Report which supports the draft charging schedule has considered and tested a number of Local Plan Strategy strategic sites and is considered to represent appropriate and available evidence to support a future CIL charge in Cheshire East.</p>
<p>Knutsford Conservation and Heritage Group (PDCS 14)</p>	<ul style="list-style-type: none"> KCHG does not agree the proposed rates strike an appropriate balance in CEC's Preliminary Draft Charging Schedule. Impact of Referendum decision, skills and materials shortages, and growth agendas being pursued in other areas (including nearby, as in Greater Manchester and Cheshire West and Chester Borough). CIL rates do not take account of existing infrastructure provision Rates in Knutsford are too low Keppie Massie's description of Knutsford (para 4.8) lacks important information. Knutsford has a good spatial and functional spread of jobs. 	<p>The CIL rates, proposed in the Draft Charging Schedule set an appropriate balance between the viability of development and the funding of infrastructure in the Borough.</p> <p>Issues, such as the referendum decision are reflected in the Keppie Massie work in aspects such as market commentary and property market overview.</p>
<p>Crewe Town Council (PDCS9)</p>	<ul style="list-style-type: none"> Crewe Town Council supports the proposed charging schedule as it relates to the Parish of Crewe, but does not understand why the proposed charging rates are so much lower in the peripheral areas to the south of 	<p>The proposed charging levels are supported by an economic viability study as amended, following the consultation on the preliminary draft charging schedule and have been set in relation to economic viability evidence as required by the CIL regulations.</p>

	Crewe compared to the north. This could have the effect of diverting or skewing development patterns around the town.	
How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)	<ul style="list-style-type: none"> The proposed rates are not considered to be sound. The omission of any specific viability considerations of strategic sites makes it difficult to reach firm conclusions on the most appropriate rates. 	The updated Viability Report which supports the draft charging schedule has considered and tested a number of Local Plan Strategy strategic sites and is considered to represent appropriate and available evidence to support a future CIL charge in Cheshire East.
Bob Sharples (PDCS8)	<ul style="list-style-type: none"> The approach appears to be sound but do not have the knowledge to say the proposed rates are correct. 	Noted
Bollington Neighbourhood Plan (PDCS 57)	<ul style="list-style-type: none"> Whilst we understand that a balance has to be made between the economics of whether a development will be viable and infrastructure improvements, we do not consider that a zero-rated band is appropriate for the existing built-up areas of Bollington. The additional costs of development on a brownfield site have been shown to be entirely viable at the Waterhouse Mill site with extensive remediation and this has been excluded from the Keppie Massie report as non-typical. 	The proposed charging levels are supported by an economic viability study as amended, following the consultation on the preliminary draft charging schedule and have been set in relation to economic viability evidence as required by the CIL regulations.
Knutsford Town Council (PDCS35)	<ul style="list-style-type: none"> The Town Council has noted the expected significant uplift in land values in Knutsford as a consequence of development. Development in Knutsford is more profitable than in many other areas due to the higher uplifts in value, including for commercial development which for Knutsford will be high-end offices or research and development. Therefore, the Town Council considers that no development sites in 	Noted

	Knutsford, including commercial, should have a CIL Rate of £0.	
Debbie Jamison (PDCS5)	<ul style="list-style-type: none"> The balance has been in favour of reducing the CIL levy that could be applied which means that the necessary infrastructure, particularly the sustainable community elements have been missed. 	The Regulation 123 list is based on those infrastructure projects noted in the Infrastructure Delivery Plan to support the delivery of the Local Plan Strategy
Dr Sarah Anderson (PDCS4)	<ul style="list-style-type: none"> It is absurd to set £0 rates since this will mean that there is no contribution to infrastructure in precisely those areas where development is taking place By having higher rates in the north, there will be an incentive for developers to focus their development on the south of the borough Cheshire West (using the same consultants Keppie Massie) have come up with a different approach of £135 per dwelling flat charge for much of the area. There is no obvious reason why this approach should not be adopted by Cheshire East. Infrastructure to support new development must not be sacrificed in order to protect developers' profit of 20%. They can take a bit less if necessary. 	<p>On adoption of CIL, S.106 agreements will still exist to fund infrastructure in the borough, alongside other funding streams.</p> <p>The proposed charging levels are supported by an economic viability study. CIL rates have been set in relation to economic viability evidence as required by the CIL regulations and are not a policy decision.</p> <p>The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge adopted by Cheshire West and Chester.</p>
Congleton Town Council (PDCS58)	<ul style="list-style-type: none"> There is a significant infrastructure shortfall which will only increase with the scale of development proposed across the Local Plan area and, in particular to the north of Congleton. A flat rate across the whole of the Borough whether this is at £110 or £150 per square metre for new residential development would make up that shortfall and, importantly, should be paid at the start of the proposed development to ensure that the required infrastructure can be delivered. 	Noted, CIL regulations are prescriptive on how the Charge is collected and spent. Some additional guidance has been added to the draft charging schedule consultation document.

3) What approach should be taken to strategic sites identified in the Local Plan Strategy, when considering the delivery of infrastructure, CIL payments and / or S.106 agreements? Please provide 'appropriate and available' evidence to support your view.		
Name / Organisation	Summary of Issue Raised	Council's Response
Nicola Clarke – Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> There needs to be more clarity on the relationship between CIL and S106 and it is assumed that both will be applicable when considering new applications – it is not a case of either/or. 	The Council has prepared a position statement that considers the relationship of CIL to other planning obligations, such as S.106.
Karen Tomlinson (PSCS22)	<ul style="list-style-type: none"> If Disley is at band £0 for CIL and small developments and conversions that do not attract S.106 are predicted, how is any revenue for infrastructure to be secured to support growth? 	<p>The proposed charging levels are supported by an economic viability study. CIL rates have been set in relation to economic viability evidence as required by the CIL regulations and are not a policy decision.</p> <p>Developers may be asked to provide contributions for infrastructure in several ways. This may be by way of the Community Infrastructure Levy and / or planning obligations in the form of section 106 agreements and section 278 highway agreements. Developers will also have to comply with any conditions attached to their planning permission</p> <p>There are specific circumstances where contributions for affordable housing and tariff style planning obligations (section 106 planning obligations) should not be sought from small scale and self-build development. This includes developments of 10 units or less. This follows the written ministerial statement of the 2 March 2015.</p>
Indigo Planning on behalf of Seddon Homes (PSCS46)	<ul style="list-style-type: none"> Strategic Sites should typically be identified in either Zone 1 or Zone 3 depending on where they are in the borough (noting the possibility of different rates allowed under Regulation 13). This would be consistent if Cheshire East decide 'built up area' is the relevant settlement boundary and these boundaries are updated to include the strategic sites in the Site Allocations DPD. The Council should consider setting different rates for strategic sites where viability might impact on the delivery of housing 	Consultants Keppie Massie have tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule and how they are proposed to be applied.

<p>Mosiac Town Planning on behalf of Persimmon Homes (PDCS54)</p>	<ul style="list-style-type: none"> • It seems premature to produce a draft charging schedule without sampling of sites • Poynton is bracketed with Knutsford, Wilmslow, Alderley Edge and Prestbury (Prime Value) rather than with Handforth (High Value). At the level of assessment carried out, an absence of greenfield sites in Poynton to provide a benchmark has been an issue. • Rather than make assumptions based on development sites/ locations which are not comparable and have been developed at a time of very limited new supply, a robust assessment must consider the specific sites proposed to be allocated. 	<p>Viability testing of a sample of Local Plan Strategy Strategic Sites has been undertaken by Keppie Massie to inform the draft charging schedule. This has included an assessment of greenfield sites on the edge of Poynton.</p>
<p>Liz Osborn, Poynton Town Council (PDCS 38)</p>	<ul style="list-style-type: none"> • The release of the strategic sites for development in Green Belt areas (including three sites in Poynton totalling 450 new homes) has to meet the test of exceptional circumstances and therefore the highest rate of CIL charging is appropriate to be applied. 	<p>The proposed charging levels are supported by an economic viability study as amended, following the consultation on the preliminary draft charging schedule and have been set in relation to economic viability evidence as required by the CIL regulations and are not a policy decision.</p>
<p>Turley Associates on behalf of W&S Sandbach Limited and Ainscough Strategic Land (PDCS56)</p>	<ul style="list-style-type: none"> • The Parties consider that the delivery of infrastructure in respect of strategic sites will be shown to be undeliverable via CIL following an appropriate consultation process. • Paragraph 7.46 states that the results assume that the tariff is payable at the commencement of the development. However, a CIL payment is not included within the viability modelling which has been adopted, and the statement is potentially misleading. • Paragraph 7.49 makes reference to further modelling of a 1,000 dwelling scheme on a greenfield site in a high value location including three different instalment options. 	<p>Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data</p>
<p>Savills on behalf of Wain Group (Himor and Wainhomes), Dewscope, Bloor</p>	<ul style="list-style-type: none"> • There has been no specific site testing as part of the study 	<p>Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the Draft Charging Schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data</p>

Homes and Persimmon Homes (PDCS 51)		
Emery Planning on Behalf of Wain Homes, Dewscope and Bloor Homes (PDCS53)	<ul style="list-style-type: none"> • There has been no specific site testing as part of the study 	Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data
Savills on behalf of Redrow Homes, Barratt Homes, David Wilson Homes, Taylor Wimpey UK and Jones Homes (PDCS49)	<ul style="list-style-type: none"> • CEC should test strategic sites as part of the viability work. • CEC should consider setting a £0 rate CIL for strategic sites within the CIL charging schedule. Larger strategic sites are inevitably the more complex and challenging to plan and deliver than smaller developments. They frequently involve a number of landowners and often have a patchwork of developers/promoters working on a consortium basis. • Section 106 agreements on the large strategic sites can take some time to prepare; however, these are the only robust, transparent and refined means of dealing with the infrastructure requirements. • The introduction of CIL as a means of capturing land value uplift to fund infrastructure is an effective mechanism for smaller developments where there is a limited impact on infrastructure and little or no on-site provision. • Setting a £0 psm CIL rate for the strategic allocations and at the same time excluding these allocations from the infrastructure provision within the Regulation 123 List will ensure that the infrastructure is delivered in an agreed manner through bespoke Section 106 agreements. • The alternative, 'CIL-led' approach, can only be effective where CEC and other public bodies forward fund infrastructure, to enable development, and propose requisite procurement and delivery strategies. The consortium is unaware that any of 	<p>Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data.</p> <p>CIL rates have been set in relation to economic viability evidence and not policy objectives. The Council is proposing variable CIL rates to reflect value areas in the Borough, in accordance with the CIL regulations and National Planning Policy Guidance informed by the recommendations in the Keppie Massie draft charging schedule viability report.</p>

	these neither initiatives nor strategies exists at this time.	
Axis on behalf of Tata Chemicals Europe (PDCS 21)	<ul style="list-style-type: none"> • Strategic Sites identified within the LPS are those which are likely to place the greatest direct burden on infrastructure needs. • The NPPG confirms that in valuing development for the purposes of the levy a Charging Authority should draw on existing data wherever it is available. They should directly sample an appropriate range of types of sites across its area, in order to supplement existing data. This exercise should focus on strategic sites on which the Plan relies. 	Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data.
Barton Willmore on behalf of the Crown Estate (PDCS 18)	<ul style="list-style-type: none"> • The Crown Estate has significant land interests at North West Knutsford at Site Policy CS18 (a) and (b) in the emerging Local Plan Strategy. Outline planning applications on land to the west of Manchester Road, Knutsford and to the north of Northwich Road, Knutsford are currently being prepared within the context of Site Policy CS18. • It is noted that the strategic sites contained within the emerging Local Plan Strategy have not been tested at this stage, and will instead be assessed within subsequent viability testing. • In testing the strategic sites, it will be necessary for the Council to take into account the specific infrastructure requirements of each site and the scale of abnormal costs. 	Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data.
Knutsford Conservation and Heritage Group (PDCS12)	<ul style="list-style-type: none"> • KCHG considers that infrastructure delivery required as a result of the development of strategic sites identified in the LPS should be met from CIL payments. • The impacts of strategic sites on infrastructure requirements should be properly and adequately funded 	The infrastructure delivery plan identifies a number of schemes required to support the development intentions of the Local Plan Strategy. This has considered the infrastructure impacts and has been examined as part of the adoption of the Local Plan Strategy. CIL is one funding mechanism that can be used to fund infrastructure. This is made clear in policy IN2 (developer contributions) of the Local Plan Strategy whereby S.106 agreements and other contributions will continue to be used once a CIL charging schedule is in place.

DPP on behalf of Argonaught Holdings Limited (PDCS44)	<ul style="list-style-type: none"> A strategic site which gives rise to the need for new infrastructure should be expected to contribute more towards said infrastructure than a smaller development elsewhere which is also caught by CIL. 	Section 106 agreements will still exist on the adoption of CIL to address site specific requirements in line with the appropriate regulations.
How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)	<ul style="list-style-type: none"> Local Plan Strategy sites are a key component of housing land supply. The DVA does not test their viability and a considerable amount of work still needs to be undertaken on CIL. Strategic sites tend to have more significant infrastructure requirements than smaller sites. The strategic sites identified in the Cheshire East Local Plan Strategy vary in size from 150 to 1,100 dwellings, and therefore the extent of infrastructure required as part of the development will also vary. 	Consultants Keppie Massie has tested a number of Local Plan Strategy strategic sites to inform the proposed rates in the draft charging schedule. This has included a sample an appropriate range of types of sites across its area, in order to supplement existing data.
Bob Sharples (PDCS8)	<ul style="list-style-type: none"> With regards to the element in the Local Plan concerning Recreation and Sporting Facilities (indoor sports facilities and sports pitches) has been based on sound methodology 	Noted
Knutsford Town Council (PDCS35)	<ul style="list-style-type: none"> There is uncertainty from interpretation of the accompanying maps as to whether all strategic sites identified in the Local Plan Strategy are in charging zone five. 	A table is included in the draft charging schedule to assist in the interpretation of which charging zone applies to each Local Plan Strategy site.
Cheshire Association of Local Councils (PDCS 31)	<ul style="list-style-type: none"> It may be appropriate to charge a higher rate for strategic sites as there is a degree of certainty for the developers and, because of their scale they need a considerable amount of infrastructure investment. 	The charging zone definition is based on appropriate and available viability evidence and not a policy decision. Section 106 agreements will still exist on the adoption of CIL to address site specific requirements in line with the appropriate regulations.
Debbie Jamison (PDCS5)	<ul style="list-style-type: none"> Strategic sites as the larger sites generate the greatest need for infrastructure and the best opportunity for contributions to be sought The CiL 123 project list should be expanded to include the community wide infrastructure to serve the whole catchment that will be needed to make these plans sustainable development in the area 	The charging zone definition is based on appropriate and available viability evidence and not a policy decision. Section 106 agreements will still exist on the adoption of CIL to address site specific requirements in line with the appropriate regulations.

Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> • There needs to be more clarity on the relationship between CIL and S106 and it is assumed that both will be applicable when considering new applications – it is not a case of either/or 	The Council has prepared a document outlining the relationship between S.106 and CIL on adoption of a future charging schedule.
Congleton Town Council (PDCS58)	<ul style="list-style-type: none"> • It may be appropriate to charge a higher rate for strategic sites as there is a degree of certainty for the developers and, because of their scale they need a considerable amount of infrastructure investment. In addition because of the impact of Strategic sites on the surrounding areas a greater contribution may be required to mitigate that impact on roads, schools, libraries and health services. 	Noted

4) Do you agree that the Council should introduce an instalments policy to stagger future CIL payments? If so, do you have any suggestions on the approach that the Council should take to such a policy?		
Name / Organisation	Summary of Issue Raised	Council's Response
Nicola Clarke – Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> There is a need for a clear instalments policy As we expect to have a 'made' Neighbourhood Plan by the time CIL is introduced, the policy needs to make clear when the Parish Council's 25% share of the CIL payment will be due. 	<p>A draft instalments policy has been prepared to support the consultation on the draft charging schedule</p> <p>Governance arrangements will be put in place on the adoption of CIL that will address when CIL payments will be due. Regulation 59D of the Community Infrastructure Levy Regulations note that the neighbourhood portion must be paid every 6 months, at the end of October and the end of April.</p>
Indigo Planning on behalf of Morris Homes (PDCS 47)	<ul style="list-style-type: none"> Providing an instalment policy will give developers the assurance that development can be financed and a steady cash flow maintained. 	A draft instalments policy has been prepared to support the consultation on the draft charging schedule
Barton Willmore on behalf of Trafford Housing Trust (PDCS60)	<ul style="list-style-type: none"> CEC should adopt a flexible approach with regards CIL. Since many residential developments are self-financed, the approach adopted by the Council to securing money will need to have regard to planned phasing and projected sales rates on a site by site basis so not to stall a development 	A draft instalments policy has been prepared to support the consultation on the draft charging schedule
Indigo Planning on behalf of Seddon Homes (PSCS46)	<ul style="list-style-type: none"> SHL agree that the Council should introduce an instalments policy to stagger payments 	A draft instalments policy has been prepared to support the consultation on the draft charging schedule
Mosaic Town Planning on behalf of Persimmon Homes (PDCS54)	<ul style="list-style-type: none"> Viability testing should not include an instalments policy with regard to forecasting cash flow within future developments. Instalments policies can be amended and or removed at any point by the local authority with only limited public consultation therefore they should not be relied upon as part of the evidence base for setting a CIL charging 	<p>A draft instalments policy has been prepared to support the consultation on the draft charging schedule.</p> <p>In proposing the CIL rates, we have had regard to the CIL Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the</p>

	<p>schedule.</p> <ul style="list-style-type: none"> • We would support the principle of payments being spread over a development rather than a single payment at the outset of the development and welcome the opportunity to provide more detail on this at a later point in the process. • We believe that there should be an overriding mechanism which, in certain situations should the CIL payments threatens the viability, and thus the deliverability of the scheme proposed, can be negotiated and agreed on a one-to-one basis. 	<p>CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy should be kept under review.</p>
<p>Hourigan Connolly on behalf of Anwyl Land, Co-operative Estates, Gladman Developments, Richborough Estates, Stewart Milne Homes and Story Homes (PDCS 55)</p>	<ul style="list-style-type: none"> • Instalments policy – should be in line with the CIL regulations and detail the timing and level of payments. • The cash flow of a developer is fundamental to the delivery of development • The number of instalments should be linked to the number of units which form part of the chargeable development. The Instalment Policy should also include a system of weighting whereby a higher proportion of the overall CIL charge is due in the later instalments. Shropshire is a good example to follow. • The Consortium also suggests that the Council should provide a specific definition of ‘commencement’ in relation to the triggering of a CIL payment. The definition should exclude ground works and strategic infrastructure and should comprise the actual commencement of the construction of floorspace. • Any future Instalment Policy should refer to the ability to make phased payments. 	<p>A draft instalments policy has been prepared to support the consultation on the draft charging schedule.</p> <p>The day on which an instalment payment will be due will be calculated from the date of commencement of development on site. This date will be taken to be the date advised by the developer in the Commencement Notice as laid out in CIL regulation 67</p>
<p>Liz Osborn, Poynton Town Council (PDCS 38)</p>	<ul style="list-style-type: none"> • Poynton Town Council would support the principle of stagger CIL payments if it can bring forward transport and infrastructure improvements in north Cheshire • Poynton Town Council would suggest that caution be exercised in respect of any relief, particularly for the higher end charges on the basis that the sites are being removed from the Green Belt 	<p>Noted</p>

Mark Robinson, Wrenbury Parish Council (PDCS 26)	<ul style="list-style-type: none"> We do not agree that the council should introduce an instalments policy to stagger payments. CIL payments are only applicable on larger sites, where developers/land owners should be able to afford payments in one lump. 	Noted.
Savills on behalf of Wain Group (Himor and Wainhomes), Dewscope, Bloor Homes and Persimmon Homes (PDCS 51)	<ul style="list-style-type: none"> Instalments policy - can be amended and or removed at any point by the local authority with only limited public consultation therefore they should not be relied upon as part of the evidence base for setting a CIL charging schedule. There should be an overriding mechanism which, in certain situations should the CIL payments threaten the viability, and thus the deliverability of the scheme proposed, can be negotiated and agreed on a one-to-one basis. 	<p>A draft instalments policy has been prepared to support the consultation on the draft charging schedule.</p> <p>In proposing the CIL rates, we have had regard to the CIL Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy will be kept under review.</p>
Emery Planning on Behalf of Wain Homes, Dewscope and Bloor Homes (PDCS53)	<ul style="list-style-type: none"> Please see response (PDCS 51) above 	Noted
Savills on behalf of Redrow Homes, Barratt Homes, David Wilson Homes, Taylor Wimpey UK and Jones Homes (PDCS49)	<ul style="list-style-type: none"> The principle of an instalments policy is welcomed as it is important that the timing of delivery of development is considered to ensure no unnecessary pressure on cash flow Developer cashflow is an important consideration, notably in respect of upfront infrastructure costs typically associated with strategic development. The Instalment Policy should aim to reflect, as closely as possible, the timing of delivery of the development, to ensure that the CIL does not put unnecessary pressure on cashflow and viability. There should be an overriding mechanism in line with the PPG. 	<p>A draft instalments policy has been prepared to support the consultation on the draft charging schedule.</p> <p>In proposing the CIL rates, we have had regard to the CIL Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy will be kept under review.</p>

Axis on behalf of Tata Chemicals Europe (PDCS 21)	<ul style="list-style-type: none"> Given the phased nature of many developments and the slow release of revenue derived from initially high capital expenditure, it seems appropriate that instalment policies are developed to help stagger future payments. 	Noted
Hourigan Connolly on behalf of Story Homes (PDCS 45)	<ul style="list-style-type: none"> It is crucial that the instalments policy is truly flexible enough to encourage development to come forward at the fastest possible rate, whilst also mitigating for its impacts. The draft Instalment Policy, to be provided at CIL Draft Charging Schedule stage, should be in line with the CIL regulations and detail the timing and level of payments. The cash flow of a developer is fundamental to the delivery of development, particularly in relation to the provision of infrastructure, which is typically provided upfront before sales receipts can be obtained. 	A draft instalments policy has been prepared to support the consultation on the draft charging schedule.
Axis on behalf of EDF Energy (PDCS20)	<ul style="list-style-type: none"> Please see ref PDCS 21 (above) 	Noted
Barton Willmore on behalf of the Crown Estate (PDCS 18)	<ul style="list-style-type: none"> Supports the implementation of an instalments policy which would stagger payments over the period of a development. This will ease the upfront burden upon developers This principle will allow for more reasonable management of cash flow. 	A draft instalments policy has been prepared to support the consultation on the draft charging schedule.
Knutsford Conservation and Heritage Group (PDCS 15)	<ul style="list-style-type: none"> KCHG considers that the staggering of payments is simply part of the “appropriate balance” issue, for which it is therefore necessary for the appropriate CIL charging rate to be set, monitored and reviewed as required. 	Noted
DPP on behalf of Argonaut Holdings Limited (PDCS44)	<ul style="list-style-type: none"> Any initiative that allows the cost of a CIL charge to be staggered, possibly including elements only being due after the development is completed, possibly some years later, would be encouraged by LPCL 	A draft instalments policy has been prepared to support the consultation on the draft charging schedule.

<p>How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)</p>	<ul style="list-style-type: none"> • It is considered that it would have been helpful for the Council to have published a policy at this stage • Notwithstanding this, the consortium welcomes the principle of an instalments policy which would be in line with Planning Practice Guidance (ID-25-055-20140612) • The Instalment Policy should be applicable to all sites • The consortium wish to be clear however that they do not support the instalment Policy incurring an additional overall cost, as paying through instalments does not guarantee improved viability and should not automatically therefore carry a premium, which is suggested in the DVA. 	<p>A draft instalments policy has been prepared to support the consultation on the draft charging schedule.</p>
<p>Bob Sharples (PDCS8)</p>	<ul style="list-style-type: none"> • This is a difficult question, some smaller developers have cash flow issues compared to large volume house builders, but could take on 'larger' sites providing the up front costs are manageable. 	<p>Noted</p>
<p>Barton Willmore on behalf of the Cranford Estates Ltd (PDCS 42)</p>	<ul style="list-style-type: none"> • Our Client believes that CEC should adopt a flexible approach to the collection of CIL rates from development proposals, with charges collected in a way which protects the viability of development. 	<p>Noted</p>
<p>Barton Willmore on behalf of Richborough Estates (PDCS 41)</p>	<ul style="list-style-type: none"> • Whilst our Client supports the approach that liability may be transferred to the developer, they do not support the position that CIL is payable once development has commenced. CIL contributions should be phased. This is because sites can take a number of years to come forward from commencement of works on-site through to completion. • The Council should also make clear within the Schedule that CIL is not applicable to schemes which have obtained outline planning permission before the Charging Schedule comes into effect, and that it does not relate to any 	<p>The council has now published a draft instalments policy alongside the draft charging schedule.</p>

	reserved matters permissions obtained after the Charging Schedule is brought into effect. This is clearly set out under CIL Provisional Arrangements and should be reflected within the proposed CIL Charging Schedule.	
Cheshire Association of Local Councils (PDCS 31)	<ul style="list-style-type: none"> No. All payments should be paid up front, index linked to ensure delivery of the required infrastructure and the mitigation of the impact of the development upon the exiting communities. 	An instalments policy can assist the viability and delivery of development and takes account of financial restrictions on the site. Therefore, it is considered appropriate to consult upon a draft instalments policy alongside the draft charging schedule. The council may revise or withdraw the instalments policy when appropriate.
Debbie Jamison (PDCS5)	<ul style="list-style-type: none"> Where a strategic site has been allocated over the threshold of 150 houses then it is not acceptable to phase payment. Instalments may also lead to developers 'landbanking' to maximise profits and not building as quickly as planned. 	The draft instalments policy takes account of the phasing of sites. An instalments policy can assist the viability and delivery of development and takes account of financial restrictions on the site. The council may revise or withdraw the instalments policy when appropriate.
Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> We would like to see some definitions of when CIL charges would be expected to be paid – before commencement of development, after sale of a new property and before occupation, etc. As we expect to have a 'made' Neighbourhood Plan by the time CIL is introduced, the policy needs to make clear when the Parish Council's 25% share of the CIL payment will be due. The Parish Council would prefer this paid in its entirety in one payment at the time of sale of the property and before occupation. 	<p>The draft instalments policy refers to the commencement of sites. Part 4 of the CIL regulations sets out how liability for a levy charge is attributed to the relevant person or people. Charges become due from the date that a chargeable development is commenced. The definition of commencement is the same as that used in planning legislation.</p> <p>The council, on adoption of a CIL charge will set up various governance arrangements regarding the timing of neighbourhood funding payments. Until such time that this is set up, regulation 59D of the CIL regulations specifies that the neighbourhood portion of levy receipts must be paid every 6 months, at the end of October and end of April accordingly.</p>
Congleton Town Council (PDCS58)	<ul style="list-style-type: none"> No. All payments should be paid up front, index linked to ensure delivery of the required infrastructure and the mitigation of the impact of the development upon the exiting communities. 	An instalments policy can assist the viability and delivery of development and takes account of financial restrictions on the site. Therefore, it is considered appropriate to consult upon a draft instalments policy alongside the draft charging schedule. The council may revise or withdraw the policy when appropriate.

<p>5) Do you think that the Council should offer relief for any of the following discretionary criteria? Please include 'appropriate and available' evidence to support the view.</p> <p>a) Land and Infrastructure in Kind b) Relief for exceptional circumstances c) Relief for Charitable Investment Activities d) Any other discretionary relief</p>		
Name / Organisation	Summary of Issue Raised	Council's Response
Nicola Clarke – Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> We do consider that if a developer offers anything under a) or c) above, then there should be a mechanism for it to be agreed within the planning framework, before any decisions are made on an application. We would expect that no decisions would be made unless they had the approval of the Parish and were consistent with the policies within the Neighbourhood Plan and the CEC Local Plan. 	The draft policies on land and infrastructure in kind and relief for charitable investment activities set out the policy approach on such matters, in line with the CIL regulations.
Indigo Planning on behalf of Morris Homes (PDCS 47)	<ul style="list-style-type: none"> Exceptional circumstances - it is a mechanism to enable growth and deliver development where CIL and S106 may conflict. Beyond cost burdens, discretionary relief should also apply to schemes where there is a requirement or aspiration to deliver social and community uses as part of mixed use schemes. Discretionary relief - Cheshire East Council should include discretionary relief for exceptional circumstances to ensure the deliverability and viability of schemes is not threatened. Payment in kind - request the inclusion of a payment in kind policy which allows for land payment in satisfaction of CIL payment in accordance with regulation 73 of the CIL Regulations. 	<p>A draft payment in kind policy is consulted upon alongside the draft charging schedule.</p> <p>In proposing the CIL rates, we have had regard to the Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan Strategy requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy will be kept under review.</p>
Indigo Planning on behalf of Seddon Homes (PSCS46)	<ul style="list-style-type: none"> SHL support the Council offering CIL relief for land and infrastructure in kind 	Noted

<p>Mosiac Town Planning on behalf of Persimmon Homes (PDCS54)</p>	<ul style="list-style-type: none"> The CIL Regulations now allow for Payment in Kind through the provision of infrastructure. However, there remain notable deficiencies in the operation of CIL, caused primarily by the CIL Regulations, which places the Council and the development industry in a difficult position. 	<p>Noted</p>
<p>Hourigan Connolly on behalf of Anwyll Land, Co-operative Estates, Gladman Developments, Richborough Estates, Stewart Milne Homes and Story Homes (PDCS 55)</p>	<ul style="list-style-type: none"> Payment in Kind - the Consortium is of the view that a formal CIL Payment in Kind Policy Statement is required to support the Charging Schedule. Flexibility and clarity of approach is important. In order to prevent a situation where developers are double charged, the Consortium would also support an approach whereby the Payment in Kind Policy sets out the Council's position on provision of land and infrastructure in lieu of Section 106 contributions. Relief from CIL - The Council should make clear that they will make provision to grant relief from liability to pay CIL in respect of a chargeable development where a specific scheme cannot afford to pay the levy. Regulation 57 of the CIL Regulations (as amended) establishes well defined parameters whereby exceptional circumstances relief can be claimed and therefore would only be applicable in the circumstances when it is needed. 	<p>A draft payment in kind policy is included alongside the consultation on the draft charging schedule.</p> <p>In proposing the CIL rates, we have had regard to the Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan Strategy requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy will be kept under review.</p>
<p>Mark Robinson, Wrenbury Parish Council (PDCS 26)</p>	<ul style="list-style-type: none"> Land and Infrastructure in Kind - no, this can be included in exceptional circumstances. For example, where the land/infrastructure will facilitate; low cost/affordable housing (to buy, in part or whole), areas that will benefit the restoration or enhancement of natural areas, or areas that will benefit wider existing community. Relief for exceptional circumstances - Yes, but these individual circumstances/cases would have to be agreed with CE AND the Parish Council. Relief for charitable investment activities - No, this can be included in 5b - exceptional circumstances. Given that charitable status is now afforded to the likes of wealth private schools and previous government organisations (e.g. the Canal & Rivers Trust) that still receive government funding it is unfortunately no longer possible to lump all 	<p>The council has concluded that an exceptional circumstances policy is not appropriate at this time as the draft charging rates represent an appropriate balance between contributions towards infrastructure and supporting development in the borough.</p> <p>Draft policies on charitable relief are included alongside the consultation on the draft charging schedule.</p>

	<p>charities within the same group.</p> <ul style="list-style-type: none"> Any other discretionary relief - No, this can be included in 5b - exceptional circumstances 	
Savills on behalf of Wain Group (Himor and Wainhomes), Dewscope, Bloor Homes and Persimmon Homes (PDCS 51)	<ul style="list-style-type: none"> The CIL Regulations now allow for Payment in Kind through the provision of infrastructure. However, there remain notable deficiencies in the operation of CIL, caused primarily by the CIL Regulations, which places the Council and the development industry in a difficult position. 	A draft payment in kind policy is included alongside the consultation on the draft charging schedule.
Emery Planning on Behalf of Wain Homes, Dewscope and Bloor Homes (PDCS53)	<ul style="list-style-type: none"> Please see above response PDCS 51 	Noted
Savills on behalf of Redrow Homes, Barratt Homes, David Wilson Homes, Taylor Wimpey UK and Jones Homes (PDCS49)	<ul style="list-style-type: none"> We urge Cheshire East Council (CEC) to make clear at the earliest opportunity, the supporting documentation needed to operate CIL and to make it available for consultation. The documentation should include: <ul style="list-style-type: none"> Guidance on how to calculate the relevant chargeable development/level of CIL Guidance on liability to pay CIL/Appeals process Policy for payments by instalments Approach to payments in kind Guidance on relief from CIL and a policy on exceptional circumstances for relief from CIL Relief The Consortium would strongly suggest making the discretionary reliefs available, particularly relief for exceptional circumstances. The CIL Regulations now allow for Payment in Kind through the provision of infrastructure. The scope to reduce the CIL liability via utilisation of Payment in Kind is restricted to those items of infrastructure which are not required to mitigate the impact of a development, which for strategic sites would exclude most (if not all) site-specific and 'scheme mitigation' infrastructure. 	<p>A draft policies document supports the consultation on the draft charging schedule and includes policies on:</p> <ul style="list-style-type: none"> Instalments Policy Land and infrastructure in kind Relief for charitable investment / social housing activities Any other discretionary relief <p>In proposing the CIL rates, we have had regard to the Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan Strategy requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy will be kept under review.</p>

	<ul style="list-style-type: none"> • Payment in Kind is therefore not a credible option, which further emphasises the need to ensure that the Regulation 123 List does not include any items of infrastructure intended to be delivered through Section 106 agreements on strategic sites. 	
Axis on behalf of Tata Chemicals Europe (PDCS 21)	<ul style="list-style-type: none"> • Where land and infrastructure is gifted (say to the local authority) as part of a wider development scheme for the wider community benefit it would seem illogical to then charge a levy as part of that process given the obvious benefits afforded. • Charitable investment activities are just that, and the threat of CIL charging could render projects unviable 	<p>A draft policies document supports the consultation on the draft charging schedule and includes policies on:</p> <ul style="list-style-type: none"> • Instalments Policy • Land and infrastructure in kind • Relief for charitable investment / social housing activities • Any other discretionary relief
Hourigan Connolly on behalf of Story Homes (PDCS 45)	<ul style="list-style-type: none"> • A formal CIL Payment in Kind Policy Statement is required to support the Charging Schedule. • One such example is the re-designed roundabout at Crewe Green. In order to enable the delivery of this key piece of infrastructure, land which falls within the CS 4 allocation is required to be formally adopted as highway land. Story Homes are of the view that the value of this land should therefore be debited against any charge as an in kind payment. • Exceptional circumstances - maximum flexibility should be provided to ensure that the allocated development is not delayed. This should be advertised alongside the future consultation on the Draft Charging Schedule in order to give certainty to stakeholders. 	<p>A draft policies document supports the consultation on the draft charging schedule and includes policies on instalments and other matters.</p> <p>In proposing the CIL rates, we have had regard to the Viability Study, which has examined the potential to set a CIL rate whilst still delivering site specific mitigation measures, and meeting Local Plan Strategy requirements for affordable housing. This evidence, together with the limitations for CIL relief set out in the CIL regulations, has led to the conclusion that it is not necessary to introduce an exceptional circumstances relief policy at this time, however the impact of the introduction of CIL and the potential benefits or otherwise of introducing an Exceptional Circumstances Relief Policy will be kept under review.</p>
Axis on behalf of EDF Energy (PDCS20)	<ul style="list-style-type: none"> • See comment (PDCS 21) above 	Noted
Barton Willmore on behalf of the Crown Estate (PDCS 18)	<ul style="list-style-type: none"> • The Crown Estate would welcome the implementation of payments in kind in lieu of direct CIL payments, where appropriate, and where a specific need is identified 	Noted
Knutsford Conservation and	<ul style="list-style-type: none"> • KCHG considers that relief for discretionary criteria is simply part of the “appropriate balance” issue, for which it is 	On review of the CIL charging rates in the draft charging schedule, it is considered appropriate at this time to consult on the following policies:

Heritage Group (PDCS 13)	<p>therefore necessary for the appropriate CIL charging rate to be set, monitored and reviewed as required.</p> <ul style="list-style-type: none"> To KCHG the nature of such relief might allow unfortunate and unwelcome scope for misinterpretation. 	<ul style="list-style-type: none"> • Instalments Policy • Land and infrastructure in kind • Relief for charitable investment / social housing activities • Any other discretionary relief
DPP on behalf of Argonaught Holdings Limited (PDCS44)	<ul style="list-style-type: none"> • A common criticism of CIL is that it cannot be applied with flexibility or sensitively when situations like those described apply. As such ensuring that the charging schedule takes account of this type of potential issue and sets out how it will react would be encouraged. 	Noted
How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)	<ul style="list-style-type: none"> • CIL Regulations permit authorities to accept land transfer and / or construction of infrastructure as payment for all or part of the levy. Such an approach would allow, for example, for the transfer of land to the Council or for infrastructure to be delivered by the developer rather than the Council in appropriate circumstances. • This is particularly important for encouraging long-term land owners like landed estates to bring forward development but when they want to retain ownership and control, and should include mechanisms to independently value leasehold gifts and subsidy mechanisms as well as the full remit of onsite and offsite infrastructure including open space and not just freehold land disposals. It is considered that • CEC should seek to include a CIL Payment in Kind policy which should form part of the next stage of consultation. Clarification should be provided in future CEC CIL documents as to how the Payment in Kind would work in the context of Neighbourhood Plan areas receiving 25% of the planning levy on new developments. • Allowing relief in appropriate circumstances will lessen the potential for CIL preventing development from coming forward. It would be appropriate for the exemptions to include custom build, rather than just self-build. • The consortium believes it is a sensible approach to introduce policies which allow relief from liability and ongoing maintenance, and that the Council should clarify the position 	<p>A draft policies document supports the consultation on the draft charging schedule and includes policies on:</p> <ul style="list-style-type: none"> • Instalments Policy • Land and infrastructure in kind • Relief for charitable investment / social housing activities • Any other discretionary relief

	<p>at the Draft Charging Schedule consultation stage, so that it can be fully considered as CIL progresses.</p> <ul style="list-style-type: none"> • There should however be safeguards to prevent relief being granted to charities or public sector land owners to prevent crowding out of the private sector and ensure a level playing field is maintained. Charities, public and private landowners alike should be allowed access to reliefs on an equal basis where the scheme itself requires it to deliver public benefits, rather than any possible proceeds. As detailed in the response to Question 3 above, the consortium considers that in certain circumstances it will be appropriate for relief to be afforded to strategic sites. 	
Bob Sharples (PDCS8)	<ul style="list-style-type: none"> • Charities and not for profit organisations, tend to have the interests of sections/local communities at the heart of their work. 	Noted
Highways England (PDCS36)	<ul style="list-style-type: none"> • In the interests of future flexibility in funding and delivery, Highways England would welcome the position which Cheshire East Council may be able to adopt in accepting infrastructure 'in kind' as well as through monied transfers 	The council is consulting on a draft payment in kind policy alongside the draft charging schedule.
Debbie Jamison (PDCS5)	<ul style="list-style-type: none"> • There should be some room for 'payment in kind' but the specification of such must be agreed within the conditions of planning permission being granted, otherwise the quality of any infrastructure may be compromised. 	The council is consulting on a draft payment in kind policy alongside the draft charging schedule.
Congleton Town Council (PDCS58)	<ul style="list-style-type: none"> • No. Where a development proposal has an impact or demand upon existing infrastructure then payment at the standard rate should be paid. Consideration may be given to zero rating brownfield land within the urban areas. 	Consideration of the viability of charging CIL is a key element of the charging schedule, in line with the CIL regulations.

6) Do you have any views on the content of the Council's initial Draft Regulation 123 list and the proposed balance between CIL and S.106?		
Name / Organisation	Summary of Issue Raised	Council's Response
Nicola Clarke – Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> • While this list is consistent with the identified areas in the published Infrastructure Delivery Plan, it takes a 'helicopter' view of the whole area of Cheshire East • There should be a clear relationship between the CEC Regulation 123 List and similar lists that each Parish and Town Council should generate. • Transport - There is a reference to a 'Relief Road' for Holmes Chapel in the saved policies of the Congleton Borough local plan. There is work underway on developing a business plan to support a 'relief road' for Middlewich. Neither of these is mentioned as potential projects to be funded by CIL. • There is nothing in the list that seems aimed at Local Service Centres or any of the rural areas of Cheshire East • Energy –CIL could be used for projects that provide energy from either wind or solar sources. • Community Facilities –There could be projects that provide community facilities that support a wider number of local residents than those just within a Parish or Town • Recreation and Sporting Facilities – It should be possible to seek CIL funding for these facilities that may not be on CEC owned properties. • Green Infrastructure – Many areas of Cheshire East are bereft of open space and amenity open space. It should be possible to seek CIL funding for these facilities. 	<p>The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy. The council has prepared an 'infrastructure projects document' which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>The council is currently preparing the second part of the local plan, the site allocations and development policies document. This will consider in more detail the infrastructure requirements needed to support development in Local Service Centres, as required.</p>
Karen Tomlinson (PSCS22)	<ul style="list-style-type: none"> • Issues with the balance of S.106 and CIL. Reference to Disley School as an example of when appropriate S.106 contributions were not received. • In the regulation 123 list - educational provision only qualifies for CIL on certain projects which certainly are not flexible enough to meet the needs of all of the communities 	<p>Noted. CIL as a funding mechanism will sit alongside section 106 and other forms of developer contributions that meet the tests of the CIL regulations. This is supported by the Local Plan Strategy policies IN1 (infrastructure) and IN2 (developer contributions).</p>

	<p>it is designed to benefit.</p> <ul style="list-style-type: none"> Schools provide opportunities for leisure and sport activities out of hours and often suffer from a lack of funding 	
Indigo Planning on behalf of Morris Homes (PDCS 47)	<ul style="list-style-type: none"> A list of specific infrastructure is fundamental to understanding the need for CIL contributions and the impact of CIL on an individual scheme (PPG, Ref ID: 25- 028-20140612). The council has produced an Initial Draft Regulation 123 List which is based upon the infrastructure projects or types set out in the Infrastructure Delivery Plan (July 2016 Update) to include items that will support growth identified in the emerging Local Plan Strategy for the period (2010- 2030). We therefore support this element of the PDCS. There should be transparency on what a charging authority intends to fund in whole or in part through the levy and those matters where s106 contributions may continue to be sought. Worth noting the Government’s intention to consider a new approach to developer contributions, as announced in the Report by the CIL Review Team (October 2016) and the Housing White Paper (February 2017). 	<p>The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>The draft charging schedule recognises that government announced that any changes to the operation of CIL will be announced in the 2017 autumn statement. The Council will keep its position on CIL under review and will respond to any changes in its operation as and when appropriate.</p>
Audlem Parish Council – Kirstin Dixon (PDCS25)	<ul style="list-style-type: none"> Road safety improvements required as a consequence of developments in rural areas could be funded via CIL 	<p>The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy. The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.</p>
Liz Osborn, Poynton Town Council (PDCS 38)	<ul style="list-style-type: none"> Poynton Town Council has to express major disappointment that no CIL funding is to be allocated to the Poynton area based on the regulation 123 listing. It is requested that consideration be given to supporting the preparation of a Town Infrastructure Plan to consider the impact of the proposed development In terms of the balance between CIL and section 106, the Town Council considers that heavy reliance will still be 	<p>The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy. The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>CIL as a funding mechanism will sit alongside section 106 and other forms of developer contributions that meet the tests of the CIL regulations. This is supported by the Local Plan Strategy policies IN1 (infrastructure) and IN2</p>

	<p>needed on section 106 and other developer led funding should the three strategic sites proceed.</p> <ul style="list-style-type: none"> • The Town Council can also express concern at the lack of CIL in some areas as evidenced by the list of exclusions including biodiversity and green infrastructure. 	(developer contributions).
<p>Mark Robinson, Wrenbury Parish Council (PDCS 26)</p>	<ul style="list-style-type: none"> • We believe that Wrenbury should be added to this list. The Parish is adequately provided with primary services in the village such as a shop, medical centre, pubs, church and some public transport. However, there are issues including <ul style="list-style-type: none"> ○ Pinch point traffic alleviation (e.g. traffic lights or electronic warning systems) and weight limits ○ Junction and drainage improvements ○ Public transport ○ Under "Energy" - CIL funding could help to address the frequent electrical outages that the Parish suffers from. ○ Under "Water" - In the same manner that CIL assists with Transport can it not assist with flooding issues? ○ Under "ICT/Digital" - the wider Parish is subject to very low internet speed (below the benchmark 2mbps) with very patchy 3/4G mobile coverage ○ Under community and recreation Facilities CIL could be used to help with the maintenance of existing facilities. ○ Improve/create new public rights of way 	<p>The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy. The council has prepared an 'infrastructure projects document' which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>The council is currently preparing the second part of the local plan, the site allocations and development policies document. This will consider in more detail the infrastructure requirements needed to support development in Local Service Centres, as required.</p>
<p>Savills on behalf of Wain Group (Himor and Wainhomes), Dewscope, Bloor Homes and Persimmon Homes (PDCS 51)</p>	<ul style="list-style-type: none"> • We would advise the Council against seeking contributions towards generic infrastructure items such as 'extensions and improvements to primary and secondary schools' and 'public rights of way creation and enhancement', this opens up potential for 'double dipping' if developers are also charged similar contributions within S106 Agreements. We would advise that any Regulation 123 List should contain specific items of infrastructure only, of which CIL contributions can be sought for. 	Noted

<p>Emery Planning on Behalf of Wain Homes, Dewscope and Bloor Homes (PDCS53)</p>	<ul style="list-style-type: none"> • Education (primary and secondary schools) We do not consider it reasonable that a development in, for example, Knutsford could under the drafted S123 list be required to contribute (through CIL) to new schools in Macclesfield, Congleton and Handforth, in addition to an education contribution through a S106 for early years and / or primary and / or secondary education. • We would advise the Council against seeking contributions towards generic infrastructure items such as ‘extensions and improvements to primary and secondary schools’ and ‘public rights of way creation and enhancement’, this opens up potential for ‘double dipping’ if developers are also charged similar contributions within S106 Agreements. We would advise that any Regulation 123 List should contain specific items of infrastructure only, of which CIL contributions can be sought for. 	<p>The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards. The regulation 123 list has been revised, following the consultation on the preliminary draft charging schedule and avoids the potential for ‘double dipping’.</p>
<p>Savills on behalf of Redrow Homes, Barratt Homes, David Wilson Homes, Taylor Wimpey UK and Jones Homes (PDCS49)</p>	<p>The Consortium considers it imperative that the evidence supporting CIL:</p> <ul style="list-style-type: none"> • Clearly outlines the key infrastructure projects required to support development (this being a key test of the Regulations); and • Produces an up to date, consistent and well informed evidence base of economic viability in order to test various development typologies against CIL rates. • The Consortium would advise that any amendments to the adopted Reg 123 list are adequately consulted on with members of the public in due course. • The Consortium broadly anticipates a Section 106/278-led approach to the delivery of Strategic sites, notably given the considerable amount of site-specific infrastructure, which is directly related to such developments • The Consortium strongly believes that Section 106 agreements only should be used on strategic sites with a £0 psm residential CIL rate applied. There is both planning and viability justification for this. Such an approach would provide clarity in terms of the infrastructure delivery 	<p>The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>A position statement on the approach to CIL and S.106 agreements has been prepared to support the consultation on the draft charging schedule.</p>

	<p>mechanism and also ensure its delivery in a timely manner through bespoke Section 106 agreements. The risk of ‘double dipping’ would be removed through a clear demarcation between CIL and Section 106</p> <ul style="list-style-type: none"> • Historic S.106 agreement - the Council has outlined that the viability appraisals incorporate an assumption of £4,000 per dwelling however there is no evidence provided which supports this assumption. 	
Axis on behalf of Tata Chemicals Europe (PDCS 21)	<ul style="list-style-type: none"> • The Draft Regulation 123 List is based upon the infrastructure projects set out within the Infrastructure Delivery Plan and accordingly seems logical and reasonable. There are no projects on the list which appear unreasonable. 	Noted
Hourigan Connolly on behalf of Story Homes (PDCS 45)	<ul style="list-style-type: none"> • Story Homes is concerned that the Council has only published very limited information on the operation of CIL, and stress that the documentation outlined below should be available at the earliest opportunity. 	The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.
Axis on behalf of EDF Energy (PDCS20)	<ul style="list-style-type: none"> • The Regulation 123 List appears to be based upon that within the Infrastructure Delivery Plan. There are no projects listed which appear unreasonable. 	Noted
Barton Willmore on behalf of the Crown Estate (PDCS 18)	<ul style="list-style-type: none"> • The Crown Estate notes that the Draft Regulation 123 list does not include the ‘priority 2’ transport projects in Knutsford, identified in the Council’s Infrastructure Delivery Plan (IDP) (July 2016). Namely the A50 between the junction with A5033 (Northwich Road) and junction with Adams Hill – widening; and the A5033/A50 roundabout junction improvements. However, the IDP confirms that these projects are to be part funded by development, and part funded by CIL. • Indeed, The Crown Estate is fully aware of its obligation under criterion ‘o’ of Site Policy CS18 to contribute to road infrastructure in the vicinity of its Sites, which can be secured by way of a Section 106 agreement. • Having regard to the importance of delivering infrastructure to support new development we would request that the 	<p>Noted, the regulation 123 list has been revised following the consultation on the preliminary draft charging schedule focusing on priority 1 transport schemes identified in the infrastructure delivery plan.</p> <p>Contributions for those items not on the regulation 123 list will be sought by way of planning obligations such as S.106 agreement.</p>

	<p>'priority 2' transport projects in Knutsford, as per the IDP are included on the Regulation 123 list.</p>	
Knutsford Conservation and Heritage Group (PDCS 17)	<ul style="list-style-type: none"> To KCHG it appears there is unexplained and questionable logic between CEC's Initial Draft Regulation 123 List and the proposed balance of CIL exclusions to be funded by sections 106, 278 and other means. CEC's Initial Draft Regulation 123 List includes only two Knutsford highways improvement schemes (junction improvements at A537 Adams Hill and at Brook Street / Hollow Lane). However, CEC's Infrastructure Delivery Plan Update of July 2016 records CEC Highways responsibility for those two schemes, noted as Priority 1, together with additional schemes noted as Priority 2 (A50 between junctions with A5033 and Adams Hill – widening; A5033/A50 roundabout junction improvements; and Mobberley Road/ Parkgate Lane junction improvements). The Knutsford Neighbourhood Plan Getting Around Working Group is in discussion with CEC about highways improvements in Knutsford, involving consideration of these schemes (and others), as part of the emerging Knutsford Neighbourhood Plan. To KCHG it would be most unfortunate if there is uncertainty as to the funding of these schemes, which should be funded through CIL. With M6 J19 improvement (for which Highways England/ CEC Highways/ Local Enterprise Partnership have responsibility), all the total of six schemes are prima facie necessary for the LPS to be considered "sound" by the Planning Inspector LPS Examination Chairman. (His decision on LPS soundness is awaited.) 	<p>The Local Plan Strategy is now adopted. The regulation 123 list has been revised following the consultation on the preliminary draft charging schedule focusing on priority 1 transport schemes identified in the infrastructure delivery plan. The council has prepared an 'infrastructure projects document' which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>CIL as a funding mechanism will sit alongside section 106 and other forms of developer contributions that meet the tests of the CIL regulations. This is supported by the Local Plan Strategy policies IN1 (infrastructure) and IN2 (developer contributions).</p> <p>Contributions for those items not on the regulation 123 list will be sought by way of planning obligations such as S.106 agreement</p>
DPP on behalf of Argonaught Holdings Limited (PDCS44)	<ul style="list-style-type: none"> A strategic site which gives rise to the need for new infrastructure should be expected to contribute more towards said infrastructure than a smaller development elsewhere which is also caught by CIL. This reflects the point just made that there are benefits in keeping the bias more towards s106 contributions than CIL. 	Noted

<p>How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)</p>	<ul style="list-style-type: none"> • The 123 List also identifies a number of exclusions to be secured potentially through S106, S278 or other means once CIL has been adopted. The 123 List has been prepared based on the Council's Infrastructure Delivery Plan (IDP) (July 2016 Update). The 123 List identifies various categories which could be funded through CIL. These categories are considered to be appropriate in principle, falling within the definition of Infrastructure as defined by Section 216 of The Planning Act 2008 (as amended). • The consortium considers the IDP is an essential piece of evidence required to inform the 123 List. There appears however to be some notable differences between the IDP and the 123 List. For example, the 123 List includes the Sydney Road Bridge and improvements to Crewe Green roundabout, Crewe as being potentially funded through CIL, yet the IDP suggests there is currently no funding gap; similarly, the A534 Old Mill Road junction improvements in Sandbach are identified as having no funding gap in the IDP. CIL would not be required in these instances. • The IDP also details that the cost of several infrastructure schemes is currently unknown. This includes additional car parking at Crewe Railway Station which nevertheless is included in the 123 List. Where such matters are unknown they cannot form part of the justification for the introduction of CIL. • The 123 List also includes a 'General' category, covering 'Strategic public transport / non-car links, facilities and service provision (i.e. rail, bus, cycling & pedestrian' and also 'Canal towpath improvements'). There is no information in the 123 List which identifies specifically where such improvements would be required which should be provided. Furthermore, improvements to walking and cycling infrastructure are identified as the lowest priority in the IDP (Priority 3), which suggests that there are other priorities which CIL should target (for example on a number of Priority 2 projects not currently included on the 123 List). 	<p>Noted. The regulation 123 list has been revised following the consultation on the preliminary draft charging schedule focusing on priority 1 transport schemes identified in the infrastructure delivery plan. The infrastructure projects document, alongside the draft charging schedule, sets out more details on the schemes listed in the regulation 123 list. The S.106 and CIL position statement sets out the relationship between CIL and S.106 obligations following the adoption of CIL.</p>
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	<ul style="list-style-type: none"> • Under Education, four housing allocations are identified which would potentially benefit from CIL funds. It is unclear why these four sites have been selected, given that the IDP considers a much larger number. • Health is also identified on the 123 List, but although the IDP identifies requirements in sub-areas across the Borough, the 123 List does not include any specific locations. CIL Regulations require clarity about the types of infrastructure that the Council intends to use CIL receipts for, so that any other matters that may be secured through a S106 agreement or other such means are apparent. The consortium considers that the 123 List should be revised to provide greater clarity and should accord precisely with an up to date IDP. The consortium also believes that when updating the IDP, further consideration should be given to the infrastructure identified and the priority afforded to each project, to ensure the most important projects are delivered. 	
<p>Bollington Neighbourhood Plan (PDCS 57)</p>	<ul style="list-style-type: none"> • We wish to see Highway Improvements to Bollington included in the Regulation 123 list. Road safety and parking were identified as issues of great concern to the community in our Neighbourhood Plan Questionnaire. 	<p>The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy. The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.</p> <p>The council is currently preparing the second part of the local plan, the site allocations and development policies document. This will consider in more detail the infrastructure requirements needed to support development in Local Service Centres, as required.</p>
<p>Highways England (PDCS36)</p>	<ul style="list-style-type: none"> • It is noted that an infrastructure funding gap has been identified derived from evidence collated through your Infrastructure Delivery Plan. Once a levy has been agreed and formally adopted would it be your Council's intention to monitor this funding gap on an annual or similar timetable? This could assist the Highways England moving forward in appraising joint funding possibilities. 	<p>The Council will monitor the implementation of CIL in line with the requirement of the regulations. This will be through the authority monitoring report. The Local Plan Strategy monitoring indicator (MF1 – provision of infrastructure) will be used to monitor progress on priority infrastructure schemes in the Infrastructure Delivery Plan.</p>

Knutsford Town Council (PDCS35)	<ul style="list-style-type: none"> • The Town Council is not certain of how s106 obligations and Community Infrastructure Levy will work together. • Sports and Leisure facilities in Knutsford are in need of investment. • The Town Council notes the inclusion of improvements for Hollow Lane on the s123 list. These are already covered by an existing s106 agreement 	The Council has prepared a position statement on the relationship of CIL and S.106 agreements on the adoption of CIL. The regulation 123 list has been informed by the evidence in the infrastructure delivery plan which supports the Local Plan Strategy.
Canal and Rivers Trust (PDCS34)	<ul style="list-style-type: none"> • The Trust supports the proposed Draft CIL Charging schedule and we welcome the inclusion of canal towpath improvements on page 21 of the document for the type of project that would be funded thorough CIL. We note that S106 planning obligations would still be able to be used for off-site mitigation in relation to ‘site related pedestrian, cycle or bus facilities / service provision.’ Towpath improvements could be said to fall within this definition. We suggest that where an improvement/mitigation is required to make the development acceptable, it should be secured by s106 in order to provide more certainty that it would be delivered. We would welcome this being clarified within the documentation. 	Canal towpaths are included on the regulation 123 list and therefore on the adoption of a CIL charge, S.106 planning obligations could not be sought towards canal towpath improvements.
Cheshire Association of Local Councils (PDCS 31)	<ul style="list-style-type: none"> • It is not clear what ‘site specific items’ will be covered by S.106 as opposed to CIL. 	The Council has prepared a position statement on the relationship of CIL and S.106 agreements on the adoption of CIL.
Cllr Les Gilbert, Cheshire East Council (PDCS23)	<ul style="list-style-type: none"> • I propose the addition of a Holmes Chapel east-west bypass to the list. When the Middlewich and Congleton relief roads have been built, Holmes Chapel will be in the middle of the east-west route of choice from Winsford and beyond to Congleton, Macclesfield and beyond. This will exacerbate the existing congestion and make the Village an even bigger bottleneck. 	Noted. The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy. The council has prepared an ‘infrastructure projects document’ which details those infrastructure elements that CIL will potentially contribute towards.
Debbie Jamison (PDCS5)	<ul style="list-style-type: none"> • S106 is site specific and as such is very limiting when the housing growth is so grand and most certainly will increase demand on the wider area facilities. • The spirit of the NPPF is that developers should be encouraged to contribute to a far wider type of 	The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy and lists those infrastructure items necessary at this time to support the Plan’s proposals. The council has prepared an ‘infrastructure projects document’ alongside the consultation on the draft charging schedule which details those infrastructure elements that CIL will potentially contribute

	<p>infrastructure to enable communities to be created for people to live and play.</p> <ul style="list-style-type: none"> • The CIL project list should be expanded to include at least one major 'community' infrastructure project for each KSC. At present the 123 list it appears to only list highway and contribution to education & Health. • Knutsford should have a CIL123 listed project relating to the public leisure centre. 	towards.
Natural England (PDCS27)	<ul style="list-style-type: none"> • Natural England is not a service provider, nor do we have detailed knowledge of infrastructure requirements of the area concerned. However, we note that the National Planning Policy Framework Para 114 states “Local planning authorities should set out a strategic approach in their Local Plans, planning positively for the creation, protection, enhancement and management of networks of biodiversity and green infrastructure.” We view CIL as playing an important role in delivering such a strategic approach. • As such we advise that the council gives careful consideration to how it intends to meet this aspect of the NPPF, and the role of the CIL in this. In the absence of a CIL approach to enhancing the natural environment, we would be concerned that the only enhancements to the natural environment would be ad hoc, and not deliver a strategic approach, and that as such the local plan may not be consistent with the NPPF. • Potential infrastructure requirements may include: <ul style="list-style-type: none"> • Access to natural greenspace. • Allotment provision. • Infrastructure identified in the local Rights of Way Improvement Plan. • Infrastructure identified by any Local Nature Partnerships and or BAP projects. • Infrastructure identified by any AONB management plans. • Infrastructure identified by any Green infrastructure strategies. • Other community aspirations or other green 	Noted, the Council has given careful consideration to those items included on the regulation 123 list, primarily focused on the Infrastructure Delivery Plan produced to support the delivery of the proposals contained within the Local Plan Strategy.

	<p>infrastructure projects (e.g. street tree planting).</p> <ul style="list-style-type: none"> • Infrastructure identified to deliver climate change mitigation and adaptation. • Any infrastructure requirements needed to ensure that the Local Plan is Habitats Regulation Assessment compliant (further discussion with Natural England will be required should this be the case.) 	
Dr Sarah Anderson (PDCS4)	<ul style="list-style-type: none"> • It is not always possible to clearly identify the impact of a specific development, and separate it from the cumulative impact of a number of developments. Towns and villages need to develop a list of required infrastructure improvements and developers need to contribute to this through CIL. So it seems totally inappropriate to exclude the following from CIL: water and waste management, education, community facilities, green infrastructure. Provided CIL is set at a sensible rate such that it will deliver a predictable and reasonable income stream, it should be the primary source of funding for infrastructure. But this should be accompanied by a larger % being used for the town's infrastructure, not syphoned off to some other priority in the borough. 	<p>Noted, the Council has given careful consideration to those items included on the regulation 123 list, primarily focused on the Infrastructure Delivery Plan produced to support the delivery of the proposals contained within the Local Plan Strategy.</p> <p>The council has prepared an 'infrastructure projects document' alongside the consultation on the draft charging schedule which details those infrastructure elements that CIL will potentially contribute towards.</p>
Congleton Town Council (PDCS58)	<ul style="list-style-type: none"> • It is not clear what 'site specific items' will be covered by S.106 as opposed to CIL. The division between CIL and S106 is confusing. The majority of the Regulation 123 list appears to be for new highway works however funding for education and health facilities are key in many communities. There is also a need to address existing traffic congestion across the Borough and the promotion of sustainable transport such as cycling and walking. 	<p>The Infrastructure Delivery Plan supports the strategic proposals within the Local Plan Strategy and lists those infrastructure items necessary at this time to support the Plan's proposals. The council has prepared an 'infrastructure projects document' alongside the consultation on the draft charging schedule which details those infrastructure elements that CIL will potentially contribute towards.</p>

7) Do you have any other comments on the Preliminary Draft Charging Schedule?		
Name / Organisation	Summary of Issue Raised	Council's Response
Nicola Clarke – Holmes Chapel Parish Council (PDCS3)	<ul style="list-style-type: none"> The charging Zone Map in Appendix B is very unclear and 'zooming in' does not allow us to see clearly where Zone 1 applies. It does not seem to follow the current Settlement Zone boundary. There are 'spaces' of land within Zone 1 which may in the future come forward for development, but the proposed rules for CIL say that CIL payments will not apply for these. It is recommended that the CIL Charging Proposals include words that allow for CIL charging at the zone 4 rate for these spaces. We would expect to be consulted and agree where these spaces are located to update the registered zone 1 and zone 4 boundaries. 	<p>The urban areas are defined by the settlement boundaries (settlement boundary and / or green belt boundary) in the legacy Crewe and Nantwich, Congleton and Macclesfield Borough Local Plans as updated by the CIL position on Local Plan Strategy strategic sites.</p> <p>To support the consultation on the Preliminary Draft Charging Schedule, more detailed plans were produced which split the borough into 3 separate areas.</p> <p>It is acknowledged that settlement boundaries are to be reviewed as part of the development of Part 2 of the Local Plan (the Site Allocations and Development Policies document). Any changes to settlement boundaries, supported by evidence, will be reflected in future reviews of the CIL Charging Schedule.</p>
Bob Anderson Local Access Forum (PDCS2)	<ul style="list-style-type: none"> Whilst it is not the role of the Forum to comment on the actual charging rates, the Forum is keen to take this opportunity to stress the importance of access to the countryside for the purposes of leisure walking, cycling and horse riding, for active travel, and in recognition of the value this access to the Quality of Place of the Borough. Although countryside access is not specifically referenced in the document, it appears that under the proposed scheme, such access could be secured through both the CIL and s106 processes, depending on whether the access is considered strategic or site-related in nature. For this reason, the Forum would be generally supportive of the overall aims of the proposed schedule. 	Noted
Karen Tomlinson (PSCS22)	<ul style="list-style-type: none"> The grading of settlement area of Disley to CIL grading band £0 is not appropriate CIL and S. 106 funding needs to be looked at carefully with some flexibility in the system to address the needs of local communities in a timely and sufficient fashion. 	The proposed CIL Charging rates have been established on the basis of viability evidence in line with the CIL regulations.

Savills on behalf of Triton Property Fund (PDCS 48)	<ul style="list-style-type: none"> The Triton Property Fund is a long term stakeholder in Crewe and the wider Borough. There is a stated aspiration from the Council to enhance links between the town centre and the Grand Junction Retail Park to create a more cohesive commercial offer within the wider town centre. The proposed CIL Charging Schedule is considered to pose a serious risk to the delivery of future development to the detriment of the town and the wider policy objectives for economic growth 	
Barton Willmore on behalf of Trafford Housing Trust (PDCS60)	<ul style="list-style-type: none"> Government intends to review CIL. No draft timetable for adoption of CIL has been prepared; indicative timescales are required to be provided to ensure that landowners and developers are aware of when the Charging Schedule will be implemented. 	<p>A timetable has been prepared for CIL. Following consultation on the draft Charging Schedule, an examination on the CIL Charge is expected by the end of 2017 and the adoption of a future CIL Charge expected in the first quarter of 2018.</p> <p>The council is aware of the stated government intention to review CIL and will keep its programme under review in line with any future changes to the operation of the CIL charging regime.</p>
Indigo Planning on behalf of Seddon Homes (PSCS46)	<ul style="list-style-type: none"> CEC should better define the boundary between Charging Zones. The Schedule does not however define what is meant by 'built up' and where the boundary is between the different zones. It cannot mean the existing settlement boundaries as these are out of date and will be defined through the forthcoming Site Allocations DPD 	The draft Charging Schedule is supported by map(s), on an OS base, indicating the boundaries of the charging zones.
Audlem Parish Council – Kirstin Dixon (PDCS25)	<ul style="list-style-type: none"> Audlem Parish Council supports the introduction of CIL. Audlem has a made Neighbourhood Plan and looks forward to receiving its 25% allocation. 	Noted
Liz Osborn, Poynton Town Council (PDCS 38)	<ul style="list-style-type: none"> The Town Council expresses surprise at some of the charges proposed but lacks the evidence to propose any specific changes up or down the charging rates. 	Noted
Turley Associates on	<ul style="list-style-type: none"> The Parties request that a review of CIL should be undertaken upon adoption, a review period of circa 2-3 	Noted

<p>behalf of W&S Sandbach Limited and Ainscough Strategic Land (PDCS56)</p>	<p>years is suggested.</p>	
<p>Emery Planning on Behalf of Wain Homes, Dewscope and Bloor Homes (PDCS53)</p>	<ul style="list-style-type: none"> • We consider that some forms of development which should reasonably be CIL exempt have been excluded from the current list. The following exemptions should be added: <ul style="list-style-type: none"> ○ The conversion of any building previously used as a dwelling house to two or more dwellings (sub-division of existing dwelling); ○ Changes of use that do not increase floorspace; and ○ Buildings with temporary planning permissions. • Neighbourhood portion of the Levy Paragraph 3.7, the following wording (in bold) should be added: “...capped at £100 per existing council tax dwelling to be spent on local priorities.” 	<p>The CIL regulations are clear on the exemptions from CIL. The Council has produced a CIL policies document setting out policies for the future implementation of a CIL Charge.</p>
<p>Savills on behalf of Redrow Homes, Barratt Homes, David Wilson Homes, Taylor Wimpey UK and Jones Homes (PDCS49)</p>	<ul style="list-style-type: none"> • The Consortium requests that regular monitoring is undertaken with a review period of between 2-3 years from adoption, or sooner if there is a substantive change in market conditions or Central Government policy. 	<p>Noted</p>
<p>Wybunbury Parish Council (PDCS 39)</p>	<ul style="list-style-type: none"> • It would appear that the areas subject to most development pressure in the Borough to the south and thus pressure on the existing infrastructure are those areas where no charge is to be levied. This appears counter intuitive. • Furthermore by imposing relatively high tariffs on development in the north then this could divert 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.</p> <p>The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge to be adopted by Cheshire West and Chester Council to be implemented from September 2017 onwards.</p>

	<p>development to areas in the south where no charge is levied.</p> <ul style="list-style-type: none"> Cheshire West and Chester impose a flat charge of £135 per dwelling in Chester and the rural area but charge £0 in Ellesmere Port, Northwich, Winsford and Blacon urban areas. Support for this approach stated. 	
Derbyshire County Council (PDCS 37)	<ul style="list-style-type: none"> No comments to make 	Noted
Barton Willmore on behalf of the Crown Estate (PDCS 18)	<ul style="list-style-type: none"> The Crown Estate supports the Council’s decision to set the CIL rate for employment related uses at ‘nil’ 	Noted
Knutsford Conservation and Heritage Group (PDCS 17)	<ul style="list-style-type: none"> The Local Plan is a significant opportunity for CEC, in facilitating development through Spatial Planning, to make real and sometimes overdue improvements to the Borough’s infrastructure provision, partly including through CIL funding. It is regrettable that Knutsford Community Groups [CGs] have not yet been invited to be involved in that “conversation”, nor were the CGs amongst the “wide range of stakeholders ... consulted throughout the evidence gathering process” (para 1.4), (unless such consultation is meant to relate to the LPS rather than preparation for a CIL charge). “Zone 3” is the built up areas of Knutsford and elsewhere. But the maps of those areas seem inconsistent in respect of proposed LPS sites, even in relation to Knutsford: <ul style="list-style-type: none"> NW Knutsford (Sites CS 18(A), (B) and (C)) is depicted currently as in Zone 5; Parkgate Extension (Site CS 19) is depicted as in Zone 3; Land south of Longridge (Site CS50) is depicted as in Zone 5. 	The draft charging schedule consultation provides a CIL rate for all local plan strategy sites supported by viability testing of an appropriate selection of sites alongside updated market evidence.

DPP on behalf of Argonaught Holdings Limited (PDCS44)	<ul style="list-style-type: none"> • If a CIL charging regime is to be introduced, LPCL, would encourage the charging schedule to make provision for situations when it accepted by the Council that either the full effects of the charging schedule will not be applied or a reduce levy will be applied. 	Noted.
Savills on behalf of Eskmuir Securities (PDCS 43)	<ul style="list-style-type: none"> • Eskmuir support the recognition that retail development within town centres (i.e. outside of Retail Zone 1) should not attract any charge (£Nil/sqm) in an effort to encouraging investment in town centres, such as Macclesfield, as supported by national and local planning policy – both the existing development plan and emerging through the CELP. It is important CEC does all it can to enable development within town centres and a £Nil/sqm charge will remove a potential barrier to the viability and delivery of town centre retail schemes. • Eskmuir is concerned that the identification of Retail Zone 1 specifically at Handforth Dean is premature and implies the acceptance, in principle, of out of town retail in this location. • Eskmuir is concerned that the identification within the PDCS provides an underlying assumption that planning permission and retail development will be forthcoming in this location. While we note CIL is not a tool for assessing the principles of land use, it does nonetheless raise issues of concern. • Eskmuir consider there may be potential for a clearer strategy to be adopted that would instead ‘zone’ all centres (of the Principal Towns, Key Service Centres and Local Service Centres), with the implication that anything within the zone would not attract a charge (i.e. £Nil/sqm), while anything outside the centre zones would be subject to a CIL charge that reflects viability. 	The CIL rates are set on the basis of viability evidence in line with the requirements of national guidance and the CIL regulations. CIL is not a policy tool.

<p>How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)</p>	<ul style="list-style-type: none"> The consortium considers that the 123 List leaves too many unknowns at this stage which would need to continue to be dealt with by S106 agreements. It should provide greater certainty and transparency as per its purpose, which is set out at paragraph 3.6 of the consultation document. 	<p>The infrastructure projects document and CIL and S.106 position statement set out further clarification on such matters.</p>
<p>Bollington Neighbourhood Plan (PDCS 57)</p>	<ul style="list-style-type: none"> We disagree strongly with the grading of the settlement area of Bollington as Zone 1 with a CIL rate of zero whilst Prestbury, Alderley Edge, Wilmslow, Knutsford and Poynton are graded as Zone 3 with a CIL rate of £88 / square metre. This is not justified 	<p>The designation of CIL rates is made on the basis of viability evidence.</p>
<p>Willaston Neighbourhood Plan (Maurice Jones) (PDCS40)</p> <p>And</p> <p>Willaston Parish Council (PDCS6)</p>	<ul style="list-style-type: none"> For the avoidance of doubt and to assist understanding, it would have been helpful if the CIL Preliminary Draft charging Schedule contained brief comment regarding Brownfield sites and why CIL is not applicable to them - cost of cleaning up the land, covered by other policies and the NPPF for example. Perhaps some comment regarding Brownfield sites can be included in later consultations on this subject We recommend that infill, or the demolishing and then building of single or multiple developments on the site should be subject to a CIL at a minimum of Zone 2 rates or a flat rate per dwelling. See comments below. We are concerned that the rates of CIL encourage developments in the Southern part of the Borough We suggest that a new CIL levy be introduced at a reasonable 'rate per dwelling' as opposed to sq.m in these 	<p>The CIL regulations set out exemptions to the payment of CIL. The rates and boundaries are set with regard to the viability evidence set out in the report by Keppie Massie.</p>

	<p>areas to help fund the additional infrastructure required to support new developments.</p>	
<p>Barton Willmore on behalf of the Cranford Estates Ltd (PDCS 42)</p>	<ul style="list-style-type: none"> • The Government intends to review how CIL operates. The future of CIL is therefore at this point uncertain. • In response, CEC may want to delay further progress in developing its approach to CIL until greater clarity is provided by the Government. • Indicative timescales are required to be provided to ensure that landowners and developers are aware of when the Charging Schedule will be implemented. • Need to refer to CIL Provisional Arrangements and should be reflected within the proposed CIL Charging Schedule. 	<p>A timetable has been prepared for CIL. Following consultation on the draft Charging Schedule, an examination on the CIL Charge is expected by the end of 2017 and the adoption of a future CIL Charge expected in the first quarter of 2018.</p> <p>The council is aware of the stated government intention to review CIL and will keep its programme under review in line with any future changes to the operation of the CIL charging regime.</p>
<p>Barton Willmore on behalf of Richborough Estates (PDCS 41)</p>	<ul style="list-style-type: none"> • On behalf of our Client, Richborough Estates Ltd, we set out below our comments in relation to the recently published Community Infrastructure Levy (“CIL”) Preliminary Draft Charging Schedule, with specific regard to our Client’s existing land interests at Land to the north of Moorfields, Willaston. • As Cheshire East Council (the “Council”) is aware, outline planning permission (Ref: 13/3688N) for the development of 146 dwellings on the Site was obtained by way of a s.78 appeal in August 2014. This decision was initially challenged by the Council by way of an s.288 challenge before the High Court. However, Richborough Estates were subsequently successful in reversing the High Court’s judgment before the Court of Appeal. The Council were granted permission to appeal to the Supreme Court, with a Hearing held on 22-23 February 2017. Our Client is currently awaiting judgment from the Supreme Court on this matter. Until this time, planning permission relating to this Site remains valid under the presumption of regularity. • It is noted that no draft timetable for adoption for the CIL Charging Schedule has been prepared, and therefore the proposed timescales for its adoption are unknown. Indicative timescales are required to be provided to ensure that landowners and developers are aware of when the 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations. The supreme court has made a judgement on this matter but this is separate to the process of preparing a CIL charge.</p>

	<p>Charging Schedule will be implemented.</p> <ul style="list-style-type: none"> • We do however support the Council’s position that consideration should be given to the recently published White Paper which is likely to amend the system of developer contributions as part of the 2017 Autumn Budget. • Within the proposed Draft CIL Map, our Client’s Site is located within Zone 4, where a CIL rate of £112 sqm has been proposed on the basis that it is a “Greenfield area to the south and central areas of Cheshire East”. • It is our Client’s position that no justification has been provided by the Council as to why the Site has been included within Zone 4. • The Viability Report differentiates between sites located within “Inner Crewe” and “Outer Crewe” with Outer Crewe [alongside Middlewich and Elworth] defined as being located within a “low zone” where a zero CIL charge should be applied in respect of both brownfield or greenfield sites. Additionally, as set out in Table 7.2 of the Council’s Viability Report, Willaston is not one of the named settlements of “Macclesfield, Alsager, Outer Congleton, Handforth, Holmes Chapel, Nantwich and Sandbach, Audlem, Bollington, Bunbury, Chelford, Disley, Goostrey, Holmes Chapel and Wrenbury”, where the Council consider a charge of £112 per sqm would be applicable; albeit our Client does not agree that this rate is applicable in all those locations either but that is a matter addressed in their other CIL representations. • Subsequently, it is our Client’s position that no justification has been provided as to why a rate of £112 per sqm should be applied to their Site. The Site is no different from land that is defined as being within the “Crewe Rural Hinterland”, which is of a significantly lower rate than £112 per sqm. • On the basis of the above, it is considered that in relation to our Client’s Land to the north of Moorfields, Willaston, 	
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	<p>given the Council's commitment to amending the settlement boundary pending the outcome of the Supreme Court, the CIL Zone 4 boundary should be amended to include our Client's Site within the Crewe Urban Area boundary.</p>	
Trafford Council (PDCS33)	<ul style="list-style-type: none"> No comment 	Noted
Weston and Basford Parish Council (PDCS 32)	<ul style="list-style-type: none"> Weston Parish Council are very disappointed in the CIL proposals and the inclusion of the Parish in Zone 2 on the plans where the charge is proposed to be £35/sq m for any new residential development when the adjoining parish of Shavington for example is within the £112/sq m charging zone. They are also of the view that by charging £0 for a range of other developments a significant opportunity is being missed to fund much needed new and upgrade existing infrastructure. There is no rationale for charging such different rates in what are very similar parishes and Weston and Basford will significantly miss out on a considerable amount of CIL monies if this discrepancy is maintained. Weston and Basford Parish Council object to the Draft Preliminary Charging Schedule and recommend that a standard rate is adopted across the whole of the Borough. 	Noted. The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.
Cheshire Association of Local Councils (PDCS 31)	<ul style="list-style-type: none"> This is a missed opportunity to properly fund the social, environmental and economic infrastructure across the Borough and to charge a zero rate in many areas, particularly in the south, is counter intuitive when there are significant development pressures across the whole area. A flat rate across the whole borough similar to that charged by Cheshire West is the way forward, it works in practice and has proved not to affect viability or deliverability. 	The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge to be adopted by Cheshire West and Chester Council to be implemented from September 2017 onwards.
Warrington Borough Council	<ul style="list-style-type: none"> No comment 	Noted

(PDCS30)		
Pickmere Parish Council (PDCS24)	<ul style="list-style-type: none"> The Parish Council wished to support the concept of some financial charge being applied to developments as a contribution to the enhancement of local infrastructure 	Noted
Goostrey Parish Council (PDCS 29)	<ul style="list-style-type: none"> We note that no CIL would be payable within the Goostrey settlement boundaries - what is the justification for non-charging of CIL here and is this in line with national practice? What happens if the settlement boundary is extended in the SADPD, is development in those areas subject to a CIL charge as shown in the CIL document Figure B.1 'Charging Zone Map' or would that map be revised? 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.</p> <p>If the settlement boundary is extended in the SADPD then this will be considered, alongside any changes to market evidence etc in future reviews of the draft charging schedule.</p>
Historic England (PDCS28)	<ul style="list-style-type: none"> No comment 	Noted
Debbie Jamison (PDCS5)	<ul style="list-style-type: none"> The nil charge is unacceptable. Commercial and brownfield should pay a CIL charge. CEC seems to have decided to let the landowners & developers off the hook that the NPPF promoted as a benefit of allowing building on a less regulated scale. The 123 projects list is woefully inadequate, especially in relation to the key service centres. A reference to the Public Leisure centre improvements in Knutsford is missing There is an inconsistency in the Knutsford education requirements with site CS18 (500 houses) only being asked for the same contribution as the smaller CS19 (200) and CS50 (225) sites 	The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.
Cheshire East Local Access Forum (PSCS2)	<ul style="list-style-type: none"> The Forum is keen to take this opportunity to stress the importance of access to the countryside for the purposes of leisure walking, cycling and horse riding, for active travel, and in recognition of the value this access to the Quality of Place of the Borough. Although countryside access is not specifically referenced in the document, it appears that under the proposed scheme, such access could be secured through both the CIL and s106 	Noted

	<p>processes, depending on whether the access is considered strategic or site-related in nature. For this reason, the Forum would be generally supportive of the overall aims of the proposed schedule.</p>	
<p>Alsager Town Council (PDCS61)</p>	<ul style="list-style-type: none"> • The amount of housing development will adversely impact on the character of the Borough and County. • It would appear that the areas subject to most development pressure in the Borough to the south and thus pressure on the existing infrastructure are those areas where no charge is to be levied. This appears counter intuitive. • Cheshire West and Chester impose a flat charge of £135 per dwelling in Chester and rural area but charge £0 in Ellesmere Port, Northwich, Winsford and Blacon urban areas. • It also does not make sense to levy different rates across the Borough and a flat charge of £135 for each new dwelling would not appear unreasonable having regard to the high land prices across Cheshire and new house prices. Such a nominal charge will not, in our opinion, discourage housebuilding nor will it affect the viability of a development. 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.</p> <p>The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge adopted by Cheshire West and Chester Council to be implemented from September 2017 onwards.</p>
<p>Congleton Town Council (PDCS58)</p>	<ul style="list-style-type: none"> • As set out this is a missed opportunity to properly fund the social, environmental and economic infrastructure across the Borough and to charge a zero rate in many areas, particularly in the south, is counter intuitive when there are significant development pressures across the whole area. A flat rate across the whole borough similar to that charged by Cheshire West is the way forward, it works in practice and has proved not to affect viability or deliverability. 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.</p> <p>The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge adopted by Cheshire West and Chester Council to be implemented from September 2017 onwards.</p>

8) Do you have any other comments on the evidence base that supports the Preliminary Draft Charging Schedule?		
Name / Organisation	Summary of Issue Raised	Council's Response
Liz Osborn, Poynton Town Council (PDCS 38)	<ul style="list-style-type: none"> The Town Council would wish to confirm that the higher charges proposed for green field/Green Belt areas should apply even for the "start up" work of such sites (which may also include for example show/demonstration houses). 	The Council will collect CIL in line with the requirements of the CIL regulations.
Knutsford Conservation and Heritage Group (PDCS 19)	<ul style="list-style-type: none"> Keppie Massie's Draft Viability Assessment states that further evidence may lead to further testing, and "lead to revised recommendations concerning the levels of CIL that could be charged" (Assessment, para 7.59). KCHG agrees that the evidence base is inadequate. 	The Draft Charging Schedule has reviewed comments made to the Preliminary Draft Charging Schedule and undertaken additional site testing focused on Local Plan Strategy strategic sites and therefore the evidence base is considered to be robust to support the adoption of a future CIL Charge.
DPP on behalf of Argonaught Holdings Limited (PDCS44)	<ul style="list-style-type: none"> LPCL would encourage the Council to investigate why and for what reasons a number of supposedly viable developments granted permission in recent years haven't come to be implemented. 	As required by the CIL Regulations the proposed CIL rates are based on viability evidence.
How Planning on behalf of TEM property Group, Tatton Estate, Bloor Homes, Linden Homes, Royal London Asset Management, Bluemantle Developments and Frederick Robinson Limited (PDCS50)	<ul style="list-style-type: none"> GDS has identified fundamental inaccuracies in the appraisals and have concerns over the methodology that has been adopted. The extent of the errors gives rise to considerable concerns regarding the robustness of the DVA. GDS conclude it is highly likely that the proposed CIL charging rates are too high and broad-brush. They recommend the DVA should be reworked both in terms of the figures and appraisal inputs and the boundaries / geographical breakdown of value areas. Difficult to assess the impact of CIL on strategic sites at this stage, given the Viability Assessment does not appraise them. These sites make up the vast majority of housing land supply (over 80%) and their delivery is essential. The consortium believes adopting a CIL Instalments Policy is essential and supports the principle of the Council providing for other discretionary relief to allow flexibility where 	<p>Consultants Keppie Massie and the Council have reviewed comments made to the Preliminary Draft Charging Schedule, alongside undertaking additional modelling focused around the strategic sites within the Local Plan Strategy.</p> <p>The proposed Draft CIL Charging schedule has been prepared based, on the robust interpretation of appropriate and available viability evidence and on the requirements as set out in the adopted Local Plan Strategy.</p> <p>In accordance with national policy the CIL rates have been based on viability evidence and set at a level which will not jeopardise the delivery of development in the Borough.</p> <p>Alongside the Draft Charging Schedule consultation, a draft CIL Instalments policy has been published.</p> <p>The draft regulation 123 list has been published with evidence as set out in the</p>

	<p>necessary</p> <ul style="list-style-type: none"> The consortium is concerned that the Draft Regulation 123 List contains infrastructure projects which in some instances are identified in the Infrastructure Delivery Plan as having no funding gap, or that the cost of delivery is unknown. 	<p>Infrastructure Projects document.</p>
<p>Cheshire Association of Local Councils (PDCS 31)</p>	<ul style="list-style-type: none"> It would appear that the areas subject to most development pressure in the Borough to the south and thus pressure on the existing infrastructure are those areas where the lowest charge is to be levied. This appears to be counter intuitive. Furthermore by imposing relatively high tariffs on development in the north then this could divert development to areas in the south where there is a lower charge. There are also anomalies around Crewe, for example Willaston and Wistaston, two adjacent and similar settlements that are proposed to be charged at different rates? A flat charge of £110/sqm for each new dwelling would not appear unreasonable having regard to the high land prices across and new house prices. Such a nominal charge will not discourage housebuilding nor will it affect the viability of a development. 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.</p> <p>The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge adopted by Cheshire West and Chester Council to be implemented from September 2017 onwards.</p>
<p>Congleton Town Council (PDCS58)</p>	<ul style="list-style-type: none"> It would appear that the areas subject to most development pressure in the Borough to the south and thus pressure on the existing infrastructure are those areas where the lowest charge is to be levied. This appears to be counter intuitive. Furthermore by imposing relatively high tariffs on development in the north then this could divert development to areas in the south where there is a lower charge proposed. The areas listed in Zone 1 are Principal and Key towns as well as all of the LSC's where the majority of new and 'sustainable' development is to be directed. To levy a zero charge within these settlements does not make sense when these are the areas where new house building will take 	<p>The Draft Charging Schedule and Zone Map have been established on the basis of viability evidence in line with the CIL regulations.</p> <p>The Cheshire West and Chester CIL rate has been examined with the residential zone 1 rate (covering Chester and the Rural Area) amended from £110 per sqm to £70 per sqm in the final charge adopted by Cheshire West and Chester Council to be implemented from September 2017 onwards.</p>

	<p>place which will in turn place greatest pressure on existing infrastructure. It also does not make sense to levy different rates for new residential development across the Borough and a flat charge of £110/sqm for each new dwelling would not appear unreasonable having regard to the high land and new house prices across the Borough. Such a nominal charge will not discourage housebuilding nor will it affect the viability of a development.</p>	
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CIL Draft Policies Document

Introduction

1.1 This document provides the draft Community Infrastructure Levy policies, subject to the adoption of a CIL charge in the borough relating to the following matters:

- Instalments Policy
- Land and infrastructure in kind
- Relief for charitable investment / social housing activities
- Any other discretionary relief

Cheshire East Council



Community Infrastructure Levy Regulations 2010 (As Amended)

Draft CIL Payments by Instalments Policy

This instalment policy comes into effect on xxx

Cheshire East Council as Charging Authority will permit the payment of Community Infrastructure Levy by instalments. These instalments must be in line with the below payment schedule as required by the Community Infrastructure Levy Regulations 2010 (as amended)

Chargeable amount (for each phase or development if applicable)	Number of instalments	Amount of proportion of CIL payable in any instalment / time at which payments are due
£50,000 up to £100,000	2	1st instalment of 50% payable within 90 days of commencement 2 nd Instalment of 50% payable within 180 days of commencement
Over £100,000 up to £250,000	3	1st instalment of 25% payable within 90 days of commencement 2nd instalment of 25% payable within 180 days of commencement 3rd instalment of 50% payable within 365 days of commencement
Over £250,000 up to £500,000	3	1st instalment of 25% payable within 180 days of commencement 2nd instalment of 25% payable within 365 days of commencement 3rd instalment of 50% payable within 730 days of commencement
Over £500,000	5	1st instalment of 10% payable within 180 days of commencement 2nd instalment of 15% payable within 365 days of commencement 3rd instalment of 25% payable within 545 days of commencement 4th instalment of 25% payable within 725 days of commencement 5th instalment of 25% payable within 905 days of commencement
Over £2,000,000	5	1st instalment of 10% payable within 365 days of commencement 2nd instalment of 15% payable within 730 days of commencement

		<p>3rd instalment of 25% payable within 1095 days of commencement</p> <p>4th instalment of 25% payable within 1460 days of commencement</p> <p>5th instalment of 25% payable within 1825 days of commencement</p>
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The instalments relate to the amount payable (the chargeable amount) as indicated on the Demand Notice. The commencement date will be the Commencement Notice date as advised by the developer under CIL Regulation 67.

Where outline planning permission permits development to be implemented in phases, or where phasing is clearly identified within the planning application each phase of the development, as agreed by Cheshire East Council, can be treated as a separate chargeable development. The instalment policy will, therefore, apply to each separate phase of the development and its associated separate chargeable amount.

Circumstances where the Instalment Policy will not apply

In accordance with the CIL Regulations 2010 (as amended) this CIL instalment policy will **not apply** in the following circumstances:

- a) Where a Commencement Notice has **not** been submitted prior to commencement of the chargeable development,
- b) Where nobody has assumed liability to pay CIL for the chargeable development on the intended day of commencement;
- c) An instalment payment **has not been** made in full within 30 days of the due date for the instalment payment

Where the instalment policy does not apply, the chargeable amount must be paid in full within 60 days of the notified or deemed commencement date of the chargeable development or the date of the disqualifying event, whichever is the earliest. Surcharges may also apply for failure to submit Assumption of Liability Forms or Commencement Notices.

The day on which an instalment payment will be due will be calculated from the date of commencement of development on site. This date will be taken to be the date advised by the developer in the Commencement Notice as laid out in CIL regulation 67.

Cheshire East Council

Community Infrastructure Levy Regulations 2010 (As Amended)

Draft Payment in Kind Policy – Land and Infrastructure

In accordance with Regulation 73, 73A, 73B and 74 of the CIL Regulations (as amended), Cheshire East Council may accept one or more infrastructure / and or land payments in satisfaction of the whole or part of the CIL payment due in respect of a chargeable development.

This policy will be effective from XXX and subject to the following conditions:

1. It is at the Councils' discretion whether to accept the transfer of land or infrastructure in lieu of CIL.
2. The Regulation 123 list sets out the range of infrastructure to be funded in whole or in part by CIL. The Councils may consider accepting infrastructure projects and / or types of infrastructure from this list to discharge part or all of a levy liability.
3. The Council must be satisfied that the transfer of land and / or provision of infrastructure is appropriate to support the delivery of the Local Plan and development in the Borough.
4. A charging authority may not accept a land payment unless the chargeable amount payable is greater than £100,000.
5. The land is acquired by Cheshire East Council as the charging authority or a person nominated by the Council.
6. The chargeable development must not have commenced before a written agreement with the Councils to pay part or the entire CIL amount as land / and or infrastructure has been made. This written agreement must be prepared in accordance with the criteria set out in Regulation 73 and 73A of the CIL Regulations (as amended).
7. The person transferring the land and / or providing infrastructure to the charging authority as payment must have assumed liability to pay CIL and completed the relevant CIL forms.
8. Where CIL is paid by way of a land payment and / or infrastructure the amount of CIL paid is the amount equal to the value of the acquired land and / or infrastructure.
9. The land and / or infrastructure to be acquired must be valued by a suitably qualified and experienced independent person to be agreed with the Council, with any costs associated with the assessment paid for by the liable party. The valuation of land must represent the price that the land might reasonably be expected to obtain if sold on the open market on the day the valuation takes place and reflect the relevant purposes for which the land will be utilised. The valuation of infrastructure provided must reflect the cost of providing the infrastructure on the day the valuation takes place.
10. The land, subject to transfer, must be free from any interest in land and any encumbrance to the land, buildings or structures. (This may require the owner to demonstrate that the land is suitable through the submission of further information

- to the Council, including but not limited to topographical information, reports on contamination and archaeology and details of any underground services.)
11. The land, and or infrastructure subject to transfer must be fit for a relevant purpose being the land and or infrastructure appropriate to support the delivery of the Local Plan and development in the Borough.
 12. The liable party will be required, at its expense, to undertake such searches as the Council requires on any land that is proposed to be transferred into the ownership of the Council and share the resultant information with the Council before the Council agree to accept any payment in kind. The liable party must also notify the Council of any restrictions on the use or disposal of the land that is proposed to be transferred into the ownership of the Council before the Council agree to accept any payment in kind
 13. The Council may transfer the land, at nil cost to a third party for the provision of infrastructure (This will be limited to other infrastructure providers).
 14. Where land or infrastructure passes into the ownership of the Council, it will be added to the Council's Asset Register.

Before submission of an application the liable party is encouraged to discuss proposals with the Council's CIL Officer to establish if the principle of payment in kind would be appropriate in that instance.

It should be noted that the agreement to pay in land and or infrastructure may not form part of a planning obligation entered into under Section 106 of the Town and Country Planning Act 1990.

Any outstanding CIL liable to the chargeable development after the transfer of land and / or delivery of infrastructure should be paid in line with the payment dates set out in the demand notice.



Cheshire East Council

Community Infrastructure Levy Regulations 2010 (As Amended)

Draft Statement of Discretionary Charitable Relief

This policy will be effective from XXX

In accordance with Regulation 46 of the Community Infrastructure Regulations 2010 (as amended), this document gives notice that discretionary charitable relief for investment activities is available in the Cheshire East Borough Council area under Regulation 44.

Subject to the requirements as set out in the CIL Regulations 2010 (as amended), the following are the circumstances in which discretionary charitable relief will be granted by Cheshire East Council:

- Where a charitable institution is otherwise liable for the CIL, and the whole or greater part of the development will be held by the charitable institution as an investment from which the profits will be applied for charitable purposes; and
- that portion of the chargeable development to be held as an investment will not be occupied by the claimant for ineligible trading activities: and
- the relief would not constitute notifiable State Aid.

Cheshire East Council

Community Infrastructure Levy Regulations 2010 (As Amended)

Draft Statement of Discretionary Social Housing Relief

This policy will be effective from XXX

Cheshire East Planning Policy for Affordable Housing is set out in SC5 Affordable Homes in the Local Plan Strategy.

In accordance with Regulation 49B of the Community Infrastructure Levy Regulations 2010 (as amended) the following sets out the discretionary social housing relief available in Cheshire East.

The Community Infrastructure Levy Regulations 2010 (as amended) allows for 100% relief for the development of social housing. The definition of Social Housing is set out in Regulation 49 (as amended) and it covers most types of affordable housing provided in Cheshire East Council including affordable rent and shared ownership tenures. However, it does not cover shared equity tenures or discounted homes for sale which are covered by the definition of affordable housing in the National Planning Policy Framework. To ensure that the viability of affordable housing schemes and mixed tenure schemes is maintained there is a need to ensure all forms of affordable housing qualify for relief from CIL.

The Community Infrastructure Levy Regulations (Amendment) Regulations 2014 give Council's the power to allow relief for these tenures where they set a policy giving notice that the relief is allowed in their area. This is known as Discretionary Social Housing Relief.

A dwelling can qualify for this relief if:

- The dwelling is sold for no more than 80% of its market value.
- the dwelling is sold in accordance with any policy published by the charging authority under regulation 49B(1)(a)(iii); and
- The liability to pay CIL in relation to the dwelling remains with the person granted the relief should a disqualifying event occur.

If within seven years of completion a disqualifying event occurs, the relief granted would have to be paid back to the Council. A disqualifying event would be where the house is sold on the open market.

To ensure that the viability of affordable housing schemes and mixed tenure schemes is maintained there is a need to ensure all forms of affordable housing qualify for relief from CIL. This document therefore gives notice that Discretionary Affordable Housing Relief is available in Cheshire East Council.

For the purposes of regulation 49B(1)(a)(iii) of the CIL Regulations 2010, intending claimants for this relief should note the following. Where a proposed development includes housing of the type for which discretionary social housing relief is claimed, the Council will require the

entry into a planning obligation in the form of a section 106 agreement in terms that are acceptable to the Council.



CIL Infrastructure Projects Document

Introduction

1. Cheshire East Council (the council) is in the process of gathering evidence to introduce a Community Infrastructure Levy ("CIL").
2. In order to introduce a CIL charge in Cheshire East, the council as a charging authority should set CIL rate(s) which do not threaten the ability to develop viably the sites and scale of development identified in its Local Plan (in this case, the Local Plan Strategy). In line with the Planning Practice Guidance ("PPG"), the council has drawn upon its Infrastructure Planning evidence that underpins the Local Plan Strategy ("LPS") to justify the decision to establish a CIL charge in the borough. The purpose of this note is to show that there is an infrastructure gap utilizing the Council's Infrastructure Delivery Plan (July 2016 update) that justifies, in principal, the introduction of a CIL charge in the borough, subject to detailed viability work.
3. National Planning Practice Guidance (PPG) makes it clear that a CIL examination should not look to re-open infrastructure planning issues that have already been considered in putting in place an adopted Local Plan.
4. The LPS sets out the Vision, Strategic Priorities, Spatial Strategy and policies for the development of the Borough up to 2030. The LPS and supporting evidence has identified the infrastructure needed to support the scale of development proposed and has indicated how the infrastructure will be delivered.
5. An Infrastructure Delivery Plan ("IDP") (July 2016 update) was completed as evidence of the infrastructure needed to support development promoted as part of the LPS. The IDP builds on the work contained in the Local Infrastructure Plan; Baseline report produced by the council in 2011.
6. The IDP explains the methodology and sets out the required infrastructure projects, with details of funding, timing and delivery, in line with the advice in the PPG. The IDP includes a list of infrastructure needed to support the amount and distribution of housing and economic development planned for Cheshire East up to 2030. This was considered through the examination in public on the LPS.
7. Infrastructure projects from the IDP have been reviewed to determine the draft Regulation 123 list. The Regulation 123 list details the infrastructure that may be partially or fully funded via the Levy. The council will continue to deliver infrastructure projects not included on this list from other sources of funding, such as site specific legal agreements (Section 106 agreements or

other planning obligations) and funding streams, such as Local Enterprise Partnership funding and the council's Capital Programme.

Approach

8. The starting point for preparing a Regulation 123 list of projects to be funded by CIL is to demonstrate that there is a funding gap in the provision of infrastructure required to support new development.
9. The PPG notes that the role of the Regulation 123 list and infrastructure work is to provide evidence on the potential funding gap to justify a future CIL charge. This document will not look to publish the entire infrastructure required to support the proposals in the LPS as much of this evidence is already set out in IDP.
10. Inclusion of a project or type of infrastructure on the Regulation 123 list does not constitute a commitment on behalf of the council to fund it, either in whole or in part through CIL. Additionally, the list does not identify priorities for spending. Projects will be reviewed and selected for funding in light of CIL receipts and priorities at the time.
11. The IDP includes funding costs for schemes up to the date of its most recent update in July 2016. It is recognised that schemes may have been given planning permission since July 2016 but not to such an extent as to materially change the reason or justification for establishing a CIL charge.

Overall Infrastructure Costs

12. There are very few schemes in the IDP and associated schedules that are fully funded. The funding gap is the difference between the cost of the infrastructure and the amount of funding received for it. It should be borne in mind that the costings of several projects are yet to be confirmed and therefore the funding gap is likely to be greater than that indicated in Table 1 (below).
13. The Government recognises that there may be uncertainty in pinpointing other infrastructure funding sources, beyond the short term. Whilst table 1 (below) shows the cost of infrastructure and demonstrates an overall funding gap at present, it is recognised that other funding streams may become available, over time, to contribute towards funding infrastructure. The funds needed to cover the funding gap cannot all come from developer contributions and / or CIL and therefore other funding sources need to be investigated.

Category	Type	Funding Gap
Physical	Transport	£230,450,000 to £308,422,000
	Energy	£930,000 to £1,140,000
	Water	£15,000
	ICT/digital	£0

Social	Education	£103,815,750
	Health	£17,552,900
	Community facilities	£0
	Recreation and sporting facilities	£20,000,000
Green	Open spaces	£0
Total		£372,763,650 to £450,945,650

Table 1: Infrastructure funding gap as identified in the Infrastructure Delivery Plan (July 2016 Update)

Infrastructure Project List

14. This section outlines the infrastructure project list, which includes estimated project cost, the funding that is potentially available and funding gap that CIL may contribute to. The list has been sub-divided in line with the approach of the IDP;

Category	Type	Explanation
Physical	Transport	Roads and other transport facilities
	Energy	Electricity and gas suppliers
	Water	Water supply and wastewater treatment, flood risk management
	ICT/digital	Broadband/wireless
Social	Education	Primary and secondary schools
	Health	Primary care (General Practitioners and associated clinics)
	Community facilities	Libraries, cemeteries and crematoria
	Recreation and sporting facilities	Indoor sports facilities and sports pitches
Green	Open spaces	Allotments and amenity open space

Table 2: Infrastructure Project / Type list

Physical

Transport (Roads and Other Transport Facilities Including Public Transport Provision)

15. The provision of new transport infrastructure, as well as the maintenance and upgrade of existing infrastructure to serve existing and future users has been identified in policies contained within the LPS, alongside the IDP and Local Transport Plan. Policy CO2 (Enabling Business Growth through Transport Infrastructure) of the LPS notes how supporting schemes outlined within the IDP will enable development and mitigate the potential impact of development proposals.

16. The focus of the list set out in table 3 (below) is those schemes identified as priority 1 in the IDP. The following table sets out the infrastructure project which is proposed to form part of the regulation 123 list with an estimated funding sources and the identification of a funding gap that CIL will contribute towards closing.

Infrastructure Project	Estimated Cost	Project Summary	Estimated funding from existing sources	Funding gap that CIL will contribute towards
B5077 Crewe Road / B5078 Sandbach Road North Junction Improvements (Alsager)	£400,000	Identified as a priority 1 scheme in the IDP	None	£400,000
Improvements to A5020 Weston Gate Roundabout (Crewe)	£2.5 million		None	£2.5 million
Macclesfield Town Centre Movement Strategy	£24 million		None	£24 million
Burford Junction Improvements, to include complementary improvements on surrounding network (Nantwich)	£2.5 million		£2 million developer contributions secured	£500,000
Alvaston roundabout junction improvements (Nantwich)	£1.6 million		£1.45 million developer contributions secured	£150,000
Peacock roundabout junction improvements (Nantwich)	£750,000		£650,000 in developer contributions secured	£100,000
A34 / A538 West Junction Improvements (Wilmslow)	£1.5 million		None	£1.5 million
A34 / Alderley Road /	£3.5 million		None	£3.5 million

Wilmslow Road (Wilmslow)				
Crewe Bus Station Relocation	£3.3 million		None confirmed but Local Enterprise Partnership funding bids ongoing	£3.3 million
Canal towpath improvements				
<ul style="list-style-type: none"> • Macclesfield Canal • Shropshire Union Canal • Trent and Mersey Canal 	£900,000 £165,000 £400,000 Total Canal Townpath Improvements – £1.32 million	Part of the walking and cycling infrastructure identified in the IDP	£21,500 from grants spent on the scheme £125,000 secured through S.106 for section in Elworth	£1.32 million
Total Transport Funding Gap				£37.27 million

Table 3: Transport Schemes

Energy (electricity and gas suppliers)

17. The supply of electricity is managed through a series of local networks across the UK; parts of Cheshire East fall within the areas of three Distribution Network Operators, namely Scottish Power, Electricity North West and Weston Power distribution.
18. The supply of gas is managed at a regional level by gas distribution networks. National Grid is the gas distribution network for Cheshire East responsible for the supply of gas across the Borough.
19. The IDP identified a funding gap of £930,000 to £1,140,000 for energy projects associated with the LPS. The main source of funding and confirmation of the estimated cost of provision would be undertaken on a case by case basis and supported, in large part, by developer contributions such as S.106 agreements and not through CIL payments at this time.

Water (water supply and wastewater treatment, flood risk management)

20. United Utilities is the water company for the North West responsible for the provision of water and wastewater services. United Utilities have schemes programmed and costed to provide sufficient capacity for the LPS and so therefore no payments, through CIL are required at this time.
21. There are a variety of organisations involved in managing flood risk across the Borough. These include the Environment Agency, United Utilities and Cheshire East Council alongside other partners. The IDP identified a catchment flood risk study and appraisal funded by grant

payments and developer contributions. Therefore, no payments through CIL are sought at this time.

ICT / Digital

22. Policy CO3 (Digital Connections) of the LPS notes the importance of leading edge digital communication networks to support the need of businesses and communities. The policy states that developers will be required to work with providers to deliver the necessary physical infrastructure to accommodate information and digital communications. The delivery of such infrastructure will be considered on a case by case basis delivered through S.106 agreements and therefore no CIL payments will be sought, at this time.

Social

Education

23. Cheshire East Council as a Strategic Commissioner of school places has a statutory duty to review the need for school places in its area and to establish future demand. All schools are required to contribute to an annual survey of the number of pupils on roll. The data is assessed by the Department for Education to determine the level of Capital funding allocated to local authorities. The Basic Needs Programme provides funding for education which can then be spent on projects to meet demographic changes. The Basic Needs programme is not intended to be used to meet housing development generated capacity requirements and a contribution is expected from development using a pupil yield formula.

24. The IDP has undertaken a high level assessment of pupil numbers which will be supported by a detailed assessment at the time of the submission of individual planning application(s). There are currently uncertainties in the provision of primary and secondary schools in relation to the future establishment of new free schools and ongoing academisation (where schools become independent of the Local Education Authority).

25. Informed by the IDP, the LPS has identified through planning policy where direct school provision is required. A number of site policies, contained within the LPS contain specific policy items relating to primary / secondary school provision. Following consultation with the council’s education team, a list of schemes have been identified as future candidates for future CIL funding as set out in table 4 below:

Infrastructure Project	Estimated Cost	Project Summary	Estimated funding from existing sources	Funding gap that CIL will contribute towards
South Macclesfield Development Area	£3.2 Million	Site CS8 in the LPS – New one form entry Primary School	None in the IDP	£3.2 million
Back Lane / Radnor Park	£3.2 Million	Site CS44 in the LPS – Primary School	£165,000 from S.106	£3.035 million
Giantswood Lane to Manchester	£3.2 Million	Site CS46 in the LPS – Primary	None in the IDP	£3.2 million

Road		School		
Total Education funding gap				£9.435 million

Table 4: Education Schemes

Health

26. There are two main types of health services provided by the NHS in Cheshire East. There are community based services and hospital based services. Community based services are mainly commissioned by the two Clinical Commissioning Groups and NHS England:-

- Eastern Cheshire Clinical Commissioning Group
- South Cheshire Clinical Commissioning Group
- NHS England

27. The hospital based services provided in Cheshire East are primarily provided by Mid Cheshire Hospitals NHS Foundation Trust and East Cheshire NHS Trust.

- The Mid Cheshire Hospitals NHS Foundation Trust operates the hospitals in Crewe (Leighton) and the Victoria Infirmary at Northwich as well as the Elmhurst intermediate care centre in Winsford.
- The East Cheshire NHS Trust operates hospitals in Congleton, Knutsford and Macclesfield.
- The East Cheshire NHS Trust also manages the community services in East Cheshire (formerly known as Cheshire East Community Health to 31 March 2011)

28. During 2016, Clinical Commissioning Groups and NHS England engaged with the council and identified infrastructure capacity requirements arising from the housing developments in the LPS. This is summarised in table 5 (below) and focused around primary care provision. In the development of the Charging Schedule, the council has engaged with Clinical Commissioning Groups and NHS England to confirm the approach to future CIL funding.

Infrastructure Project	Estimated Cost	Project Summary	Estimated funding from existing sources	Funding gap that CIL will contribute towards
NHS Eastern Cheshire Clinical Commissioning Group Area Primary Care Requirement (capital cost)		Primary Care provision	None in the IDP	£7.99 million
Macclesfield	£2.37 million			
Congleton	£2.57 million			
Handforth	£1.26 million			
Wilmslow	£524,400			
Knutsford	£552,000			
Poynton	£380,100			

Holmes Chapel Total	£341100 £7.99 million			
NHS South Cheshire Clinical Commissioning Group Area Primary Care Requirement (capital cost) Crewe Alsager Middlewich Nantwich Sandbach Total	 £4.44 million £1.16 million £1.10 million £1.20 million £1.62 million £9.52 million	Primary Care provision	None in the IDP	£9.51 million
Total Health funding gap				£17,552,900 million (rounded)

Table 5: Health Schemes

Community Facilities

29. Community facilities, such as cemeteries / crematoria and libraries were considered through the IDP determining that provision could be addressed through individual sites rather than through strategic provision through the LPS or associated IDP. Therefore, no payments through CIL are sought at this time.

Recreation and Sporting Facilities

30. The contents of the IDP reflect the emerging findings of the council's Playing Pitch Strategy and Indoor Sports Strategy / Facilities Statement for indoor and leisure provision. The projects referenced below cover the required additional and improved provision needed to address existing deficiencies and increased demands associated with a growing population.

Infrastructure Project	Estimated Cost	Project Summary	Estimated funding from existing sources	Funding gap that CIL will contribute towards
Investment in leisure centre and athletics stadium at Macclesfield	£4 million	Some further investment in the existing Leisure Centre and athletics stadium	None identified in the IDP	£4 million
Total for recreation and sporting facilities				£4 million

Table 6: Recreation and Sporting Facilities

Green

31. Provision of green infrastructure and open spaces are recognised as vital in supporting the quality of place in the Borough. The council aims to deliver good quality and accessible ecosystems, open and green spaces through the contribution of individual developments delivered through Section 106 agreements / planning conditions. Therefore, no payments through CIL are sought at this time.

CIL project gaps

32. Taking the identified areas from the IDP into account, the following infrastructure gap has been identified that CIL monies could contribute towards funding:

Infrastructure	Funding gap
Highways	£37.27 million
Education	£9.435 million
Health	£17.55 million
Recreation and Sports Facilities	£4 million
Total	£68.255 million

Table 7: CIL Project Gaps

33. Table 7 notes that there is a funding gap of circa £68 million that CIL could be used to contribute towards, therefore justifying the introduction of a future CIL charge in the borough.

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CIL Position Statement on CIL and Planning Obligations

Introduction

1. Cheshire East Council resolved on the 9th February 2016 to undertake the work necessary for the preparation and approval of a Community Infrastructure Levy ("CIL") charging schedule administered by Cheshire East Council.
2. In line with the CIL regulations, the council prepared a preliminary draft charging schedule for consultation along with a CIL charging zone map as the council's initial proposals for the levy, for public consultation between the 27 February 2017 and the 10 April 2017.
3. The council intends to consult on the draft charging schedule in late 2017. The CIL charging schedule, if adopted, will compliment existing mechanisms, such as planning obligations (S.106 agreements). The Community Infrastructure Levy, should only be adopted, if it will support the provision of infrastructure required to deliver the Local Plan Strategy and if it can be set at an economically viable rate. However, updated evidence relating to viability, its relationship with S106 obligations and any government reforms to the system of development contributions should be considered before deciding whether to proceed to examination and, ultimately, adoption.
4. Subject to CIL being adopted, all developments that commenced after the adoption date may be liable to pay the new levy, depending on their nature, scale and location.
5. This position statement supports policy IN2 (Developer Contributions) of the adopted Local Plan Strategy and sets out the council's potential approach to securing planning obligations and defines the interactions between CIL and S.106 / Section 278 Planning obligations after CIL has been adopted and implemented. It demonstrates that there will be no 'double dipping' between CIL and planning obligations (developers paying twice for the same item of infrastructure). It also provides a transparent system for identifying what infrastructure should be funded through CIL and under which circumstances infrastructure would be provided as a planning obligation.

Background

6. A section 106 planning obligation can only be taken in account in determining planning applications where the following tests from Regulation 122 of the CIL Regulations 2010 (as amended) are met:
 - That it is necessary to make the development acceptable in planning terms;
 - That it is directly related to the development; and
 - Fairly and reasonably related in scale and kind to the development.

7. Regulation 122 ensures these tests are a statutory requirement. The intention of the regulation was to provide greater clarity regarding the purpose of planning obligations since the introduction of the CIL regulations.
8. Since April 2015 and in accordance with CIL regulations 122 and 123, the council can only pool up to five S106 contributions towards the provision of an infrastructure item. The council is preparing a list of infrastructure items that it intends to fund (wholly or partly) through CIL, known as the 'Regulation 123 list'. S.106 developer contributions cannot be collected for infrastructure items included in the 'Regulation 123' list.
9. The draft 'Regulation 123 list' is derived from the council's Infrastructure Delivery Plan (IDP). An update of the IDP was published in July 2016 and a draft Regulation 123 List has been published alongside the CIL draft charging schedule for consultation.

Local Plan Strategy

10. Policy IN1 (Infrastructure) of the adopted Local Plan Strategy considers how infrastructure delivery will take place in a phased, timely and co-ordinated manner guided by the Infrastructure Delivery Plan and site specific requirements to support the proposals in the Local Plan Strategy. Point 3 of Policy IN1 (Infrastructure) includes reference to the Community Infrastructure Levy (CIL) and how, upon adoption of a Charging Schedule, will be used to pool development contributions towards local and strategic infrastructure that will serve the wider community.
11. Policy IN2 (Developer Contributions) explains the council's approach and objectives to make sure that the necessary physical, social, public realm, economic and green infrastructure is in place to deliver sustainable development. Contributions will be used to mitigate the adverse impacts of development (including any cumulative impact). Such contributions will help facilitate the infrastructure needed to support sustainable development in the Borough. Once CIL is in place, Section 106 agreements will continue to be used for site specific costs and affordable housing, in line with regulation 122 of the CIL regulations 2010 (as amended).

Use of S.106 receipts

12. The Planning Practice Guidance states that *"as background evidence, the charging authority should also provide information about the amount of funding collected in recent years through Section 106 agreements. This should include information on the extent to which their affordable housing and other targets have been met"*. The level of S.106 monies secured over recent years is set out in Table 1.
13. Table 1 gives a summary of the total monies secured by S106 agreements from development in the borough;

Table 1: S.106 amounts secured 2013-2017 (note – figures have been rounded)

Year	1 April 2013 – 31 March 2014	1 April 2014 – 31 March 2015	1 April 2015 – 31 March 2016	1 April 2016 – March 2017	Total
S.106 receipts	£17,346,117	£17,506,916	£31,910,392	£19,671,738	£86,435,163

14. Taking account of the figures noted in table 1 (above), a total of £5,202 has been secured (per average contribution per dwelling) for residential schemes in the borough.

Affordable Housing

15. The affordable housing requirement set out in policy SC5 (affordable homes) in the Local Plan Strategy is that the council will seek affordable housing to be provided up to a target of at least 30%. Affordable housing will be sought on all new residential schemes that meet the following criteria:
- i. In developments of 15 or more dwellings (or 0.4 hectares) in the Principal Towns and Key Service Centres at least 30% of all units are to be affordable;
 - ii. In developments of 11 or more dwellings (or have a maximum combined gross floorspace of more than 1,000 sq.m) in Local Service Centres and all other locations at least 30% of all units are to be affordable;
 - iii. In future, where Cheshire East council evidence, such as housing needs studies or housing market assessments, indicate a change in the Borough’s housing need the above thresholds and percentage requirements may be varied;
16. As an indication, for the period November 2013 until 31 March 2017, 2,991 affordable units have been provided for with an average of 26% affordable housing achieved per site (59% rented and 40% intermediate products).
17. The provision of affordable unit’s onsite or contribution towards off site provision will be sought through S.106 and not through CIL.

Scope of planning obligations

18. The council has undertaken a review of the infrastructure types / projects noted in its Infrastructure Delivery Plan. Table 2 (below) sets out the approach to funding infrastructure (by type) and the position of the council in seeking contributions to the delivery of such infrastructure.

Infrastructure Type / Project	S.106 Infrastructure / Mitigation	S.278 Mitigation	CIL Funded Infrastructure
Transport	<p>Transport assessments, Travel Plans and Travel Plan monitoring in line with Policy C04 (Travel Plans and Travel Assessments) of the Local Plan Strategy.</p> <p>Highway works to mitigate the direct impact of development including site access, junction improvements and enabling safe and convenient access by all modes of transport.</p> <p>Site related pedestrian, cycle or bus facilities /</p>	<p>Highway works to mitigate the direct impact of development including site access, junction improvements and enabling safe and convenient access by all modes of transport.</p>	<p>Funding for transport to deliver the Local Plan Strategy will be generated through S106 / S278 agreements apart from the following projects that may benefit from CIL funds:</p> <p>Alsager</p> <ul style="list-style-type: none"> • B5077 Crewe Road/B5078 Sandbach Road North junction improvements <p>Crewe</p> <ul style="list-style-type: none"> • Improvements to the A5020 Weston Gate Roundabout • Crewe Bus Station Relocation

	<p>service provision.</p> <p>n.b Improvements may include works directly within or related to the development site, where the needs for such works are identified in a transport assessment.</p>		<p>Macclesfield</p> <ul style="list-style-type: none"> • Macclesfield Town Centre Movement Strategy <p>Nantwich</p> <ul style="list-style-type: none"> • Burford junction improvements, to include complementary improvements on surrounding network • Alvaston roundabout junction improvements • Peacock roundabout junction improvements <p>Wilmslow</p> <ul style="list-style-type: none"> • A34/A538 West junction improvements • A34/ Alderley Road / Wilmslow Road <p>General</p> <ul style="list-style-type: none"> • Canal towpath improvements
Energy	Overall requirement dependent on demand from individual schemes, phased completion and short term supply. As such to be secured through S.106 agreement as required	Not applicable	Not applicable
Water	Site related infrastructure including flood defence requirements such as the installation of SUDs in line with policy SE13 (Flood Risk and Water Management) of the Local Plan Strategy	Not applicable	Not applicable
ICT / Digital	Development specific requirement delivered through S.106 agreement as required by policy CO3 (digital	Not applicable	Not applicable

	connections) of the Local Plan Strategy		
Education	<p>Planning obligations sought for catchment areas towards site specific school projects including:</p> <ul style="list-style-type: none"> • Early Years Education • Primary Education • Secondary Education • Special education needs provision • Employment and training initiatives 	Not applicable	<p>New, extended or improved school provision for the following projects that may benefit from CIL funds:</p> <p>CS8 South Macclesfield Development Area CS44 Back Lane / Radnor Park CS46 Giantswood Lane to Manchester Road, Congleton</p>
Health	Planning obligations sought for secondary and tertiary health care facilities that meet the requirements of the regulation 122 of the CIL regulations.	Not applicable	The provision, improvement, replacement, operation or maintenance of new and existing primary health care facilities and services.
Community Facilities	Development specific new community facilities to be delivered via S.106 agreement.	Not applicable	Not applicable
Recreation and Sporting Facilities	Any site specific measures identified in line with policy SC1 (Leisure and Recreation), SC2 (Indoor and outdoor Sports Facilities) and SE6 (Green Infrastructure) of the Local Plan Strategy	Not applicable	<p>New, extended or improved provision for the following projects that may benefit from CIL funds:</p> <p>Macclesfield Leisure Centre / athletics stadium</p>
Open Spaces	The provision of onsite or nearby green infrastructure including open space, wildlife protection etc. Please refer to policy SE3 (Biodiversity and Geodiversity) and SE6 (Green Infrastructure) of the emerging Local Plan Strategy	Not applicable	Not applicable

Table 2 Relationship on CIL adoption with S.106 and S.278 agreements

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Cheshire East Council

Cabinet

Date of Meeting:	12 th September 2017
Report of:	Frank Jordan, Executive Director for Place
Subject/Title:	Local Transport Plan Refresh
Portfolio Holder:	Cllr David Brown, Highways and Infrastructure

1. Report Summary

- 1.1. The current Local Transport Plan (LTP), as published in 2011, was intended to be a framework for strategic transport planning in Cheshire East. The plan was prepared at a time when Government foresaw limited investment in local transport infrastructure, especially major projects, leading to the Cheshire East LTP being outdated. There is a need to update our LTP to reflect the Council's accelerated investment in the transport infrastructure across Cheshire East, in the context of a new Local Plan spatial strategy. This paper outlines the proposed approach to preparing an updated Local Transport Plan.
- 1.2. The Council has set out a clear vision and strategy for jobs-led economic growth in the new Local Plan. Successful delivery of this growth will require a comprehensive and integrated approach to improvements in local transport provision across the Borough, through development of both transport infrastructure and transport services. A new Local Transport Plan will bring together strategies for all modes of transport to ensure there is a coherent approach to meeting the Council's wider objectives for the economy, environment and society throughout Cheshire East.
- 1.3 Local transport provision needs to be considered in the context of a number of recent and emerging changes that have potential impacts on Cheshire East, including;
 - Cheshire East Council's refreshed corporate objectives and adoption of the principles of 'Quality of Place' as a key driver of strategy.
 - Further progress on the new Local Plan which defines a forward-looking spatial strategy for the Borough and has subject to a favourable Planning Inspectors report.
 - Development of a number of specific local transport strategies, including the new Cheshire East Cycling Strategy and Sustainable Modes of Travel to School Strategy.

- Development of new infrastructure programmes by Highways England and Network Rail.
- Emerging evidence and strategy at the sub national level under the auspices of both Transport for the North and Midlands Connect.
- On-going work at the regional level to develop the Strategic Economic Plan and support this through LEP-wide strategies for rail and strategic road investment in both infrastructure and services.
- Progress on neighbouring authorities spatial and economic strategies, notably the new Greater Manchester Spatial Framework, with implications for the north of the Borough and the need for an update to the South East Manchester Multi-modal Study.
- New legislation in the Buses Act 2017, which conveys new powers to Local Transport Authorities for Enhanced Quality Partnerships.
- Adoption of Neighbourhood Plans within Cheshire East, which help to define local expectations and concerns regarding transport provision, including local parking issues.
- The Council's Medium Term Financial Strategy requires the Council to increase revenue and increase value for money.
- Long term plan led programmes such as HS2 and the Constellation Partnership growth strategy.
- Government's new Clean Air Zones Framework.
- Impacts on travel behaviour resulting from the pervasive and disruptive impacts of technology on transport systems and infrastructure through the wider adoption of smart technologies.
- The requirements for active lifestyles, accessibility and wellbeing of an aging population.
- A need to support businesses in Cheshire East to promote sustainable transport and manage travel demands by car, thus reducing the pressures on parking.

1.4 All of these considerations raise potential implications and opportunities for local transport within Cheshire East. In order to ensure that the Council has a clear, evidence-based position on these matters there is a need for them to be considered as part of the LTP refresh.

2 Recommendation

Cabinet Members are recommended to:

- 2.1 Approve the proposed approach to updating the Local Transport Plan for Cheshire East.
- 2.2 Note that an All Member briefing was held on 17th July 2017 to update all Councillors on the process and that this briefing was based upon the material presented in Appendix 1. Locally-specific briefings are to be arranged with the parish and town councils as part of the LTP refresh programme.

- 2.3 Authorise the Executive Director of Place in consultation with the Portfolio Holder for Highways and Infrastructure to make arrangements for preparation of an updated Local Transport Plan for 2018-2023.
- 2.4 Note that a draft of the updated LTP will be reported to Cabinet at the end of 2017, seeking approval for a period of public consultation.

3 Reasons for Recommendation

- 3.1 The existing Local Transport Plan 2011-2026 for Cheshire East was prepared at a time pre-dating the Council's current spatial planning vision. It also reflects a period when there were severe constraints on the Department for Transport's funding for major infrastructure projects and block funding allocations to local authorities. Hence a number of potential major projects within Cheshire East are inadequately profiled in the current document. In this regard, the current Local Transport Plan is no longer fit-for-purpose as a planning framework for local transport throughout Cheshire East. Therefore, the time is right for a review and refresh of this document to ensure that the Council maintains a document that is robust and relevant to local priorities.

4 Other Options Considered

- 4.1 As the LTP is a statutory document, no options other than to update it were considered.
- 4.2 The proposed approach is considered to be a timely and proportionate means of fulfilling this requirement. The option of a comprehensive re-write of the LTP was considered. This is expected to require at least 18 months to complete. Given the comprehensive body of evidence prepared to support the recent adoption of the new Local Plan, it is considered that a more streamlined approach may be adopted to prepare a robust but updated LTP.

5 Background

- 5.1 The project plan for refreshing the Local Transport Plan defines the following key stages:
 - 5.1.1 **Stage 1:** A robust evidence base has been developed to inform production of a new Local Transport Plan. This evidence base has identified key strategic challenges in respect of transport connectivity within Cheshire East and to key destinations outside the Borough.
 - 5.1.2 **Stage 2:** Following this, a vision document has been prepared (Appendix 2) which outlines how transport will contribute to the achievement of the Council's corporate outcomes and 'Quality of Place' principles through addressing key transport challenges:

- Providing connectivity that enables transformational economic change and supports a strong economy.
- Providing accessibility for residents and businesses (particularly in rural areas).
- Improving our environment.
- Addressing poor health and physical inactivity.
- Maximising the benefits from technical innovations including smart ticketing and new types of vehicles / fuels.
- Network management and asset maintenance.

5.1.3 **Stage 3:** The proposed approach to refreshing the Local Transport Plan is to develop a place-based strategy for transport that is responsive to the character, needs and opportunities arising across the Borough. The strategy will reflect detailed evidence on current and forecast travel demands in order to develop local and strategic responses that are truly multi-modal, making the best use of opportunities for walking, cycling, public transport and private car. The strategy will also complement our Network Management and Asset Management Strategies to ensure that we maximise the potential of existing infrastructure. The strategy will consider the transport needs of residents, businesses (including freight & distribution) and visitors so that it demonstrably contributes to the wider Corporate Objectives of the council. Appropriate officer groups will be established to ensure the strategy incorporates input from both Place and People directorates of the Council.

5.1.4 **Stage 4:** Public consultation on the refreshed Local Transport Plan and subsequent final drafting of document. Public consultation will take place on the basis of a draft Local Transport Plan update, and this is not anticipated before the start of 2018.

5.2 Following completion of the evidence base and drafting of a strategic Vision Document, it is proposed that work proceeds to prepare a whole Borough strategy plus a framework of 11 place-based sub-strategies. The 11 place-based strategies will cover the 9 key services centres and 2 principal towns identified in the Local Plan including surrounding rural areas to provide Borough-wide coverage. These are intended to define how the Council will seek to deliver transport improvements over the period 2018-23 to meet its wider corporate objectives and identify future needs up to and beyond 2030. The place-based strategies will ensure that the characteristics, opportunities and needs of towns, neighbourhoods and rural areas across Cheshire East are emphasised within the overall framework for transport. Much work is already progressing through the Local Plan's Infrastructure Plan, development management of planning applications (S106 agreements), Neighbourhood Plans, community work or related strategies such as the new Cycling Strategy and Rights of Way Improvement Plan (which combined with the refreshed LTP will provide a significant contribution to

maintaining and improving countryside access and in turn supporting 'Quality of Place'). This complementary work will be captured and supported in preparing the Local Transport Plan.

- 5.3 To enable members to understand the approach to updating the Local Transport Plan, an All Member briefing was held at Westfields on 17th July 2017, based upon the materials presented in the Appendices to this report.

6 Wards Affected and Local Ward Members

- 6.1 All Wards in Cheshire East.

7 Implications of Recommendation

7.1 Policy Implications

- 7.1.1 Updating the Local Transport Plan will ensure that the Council maintains a current statement of Local Transport Strategy in accordance with its responsibilities as the Local Transport Authority.
- 7.1.2 Development of the Local Transport Plan will be undertaken to ensure that there is a consistent policy-fit with all relevant adopted and emerging local policies especially the Local Plan, Rights of Way Improvement Plan, Travel-to-School Policies, Mode Specific Strategies (e.g. Cycling Strategy), Parking policies, the Network Management Plan and corporate Sustainability Policies.

7.2 Legal Implications

- 7.2.1 As the statutory Local Transport Authority the Council is required to maintain an up-to-date Local Transport Plan that provides a strategic framework for planning and delivery of improvements in local transport provision.
- 7.2.2 Development of the new Local Transport Plan will be in accordance with statutory requirements for Community Engagement, Equalities Impact Assessment and Strategic Environmental Appraisal.

7.3 Financial Implications

- 7.3.1 A costed programme for the necessary tasks has been prepared. The LTP Refresh is being delivered over 2 financial years 2016/17 and 2017/18. Funding for this expenditure is contained within the Councils MTFS, approved at Council on 23rd February 2017, as part of the budget for the Strategic Infrastructure in the Place Directorate. The costs for producing a new draft LTP are estimated to be approximately £100,000. This excludes any internal recharges

for staff time to support the process and the value of such recharges is still to be confirmed.

- 7.3.2 These costs are exclusive of locally-specific studies to support Town & Neighbourhood Plans, Public Consultation, Equalities Impact Assessment and Strategic Environmental Appraisal which will take place on completion of a new draft Local Transport Plan. The scope and resource requirements for these elements will be confirmed, in advance of any work proceeding, at the appropriate time.

7.4 Equality Implications

- 7.4.1 The LTP will be supported by an Equalities Impact Assessment to ensure that the needs and impacts on all residents are understood, especially individuals or groups at risk as a result of health, age, gender, race or lifestyle.

7.5 Rural Community Implications

- 7.5.1 57% of the Cheshire East highway network is classed as rural serving over half of our population. The quality and availability of the rural transport network is vital to the local economy, not just in rural areas. It needs to take account of the specific needs of rural residents and visitors as well as the impact on the character and connectivity of our rural areas. This in turn impacts on the Borough's 'Quality of Place'.
- 7.5.2 The LTP refresh will include consideration of transport issues in rural areas throughout the Borough. This is aided by the place-based approach to the planning process, so that the emphasis afforded to rural issues can reflect the diverse nature of different parts of Cheshire East.

7.6 Human Resources Implications

- 7.6.1 None.

7.7 Health and Wellbeing Implications

- 7.7.1 The Local Transport Plan will consider the impact of transport on issues affecting public health, most notably Air Quality and the contribution that Active Travel – walking and cycling – can make to health & wellbeing. The Plan will need to be coordinated with the Council's wider strategic approaches to addressing public health outcomes. Officers from the Public Health service will be engaged in production of the Local Transport Plan.

7.8 Implications for Children and Young People

7.8.1 Any specific transport issues relating to Children and Young People will be incorporated into the Local Transport Plan Refresh. Policy development will take full account of the Council's current work on a new Home to School Transport Policy and the emerging Sustainable Modes of Travel to Schools (SMOTS) strategy.

7.9 Overview and Scrutiny Committee Implications

7.9.1 Work of the Local Transport Plan will be reported to the Council's Environment and Regeneration Overview & Scrutiny Committee.

7.10 Other Implications (Please Specify)

7.10.1 None.

8 Risk Management

8.1A project board has been established, chaired by the Director of Infrastructure and Highways to ensure appropriate project governance and strategic direction. Monthly Highlight Reports will be prepared and reviewed at the Strategic Infrastructure Programme Board.

8.2A project risk register has been prepared and this will be maintained and updated throughout the project. Mitigation measures, monitoring and effective control will be exercised throughout the programme, under the direction of the Strategic Infrastructure Programme Board.

9 Access to Information

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

Documents are held on file at
\ourcheshire.cccusers.com\East\LTPEast\LTPRewrite 2017

10 Contact Information

Contact details for this report are as follows:

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Local Transport Plan Refresh

Vision and Development

Richard Hibbert

Overview

- **What is the LTP?**
- **Why Cheshire East needs a new LTP?**
- **How our plans fit together**
- **Developing the vision**
- **Transport challenges**
- **Keeping a local focus**
- **The process**
- **Timescales and next steps**

What is the Local Transport Plan?

- It is a statutory requirement for Cheshire East Council to produce and update plans for managing and investing in the local transport system
- The Local Transport Plan (LTP) identifies Cheshire East's **proposals**, **priorities**, and **aspirations** for local transport

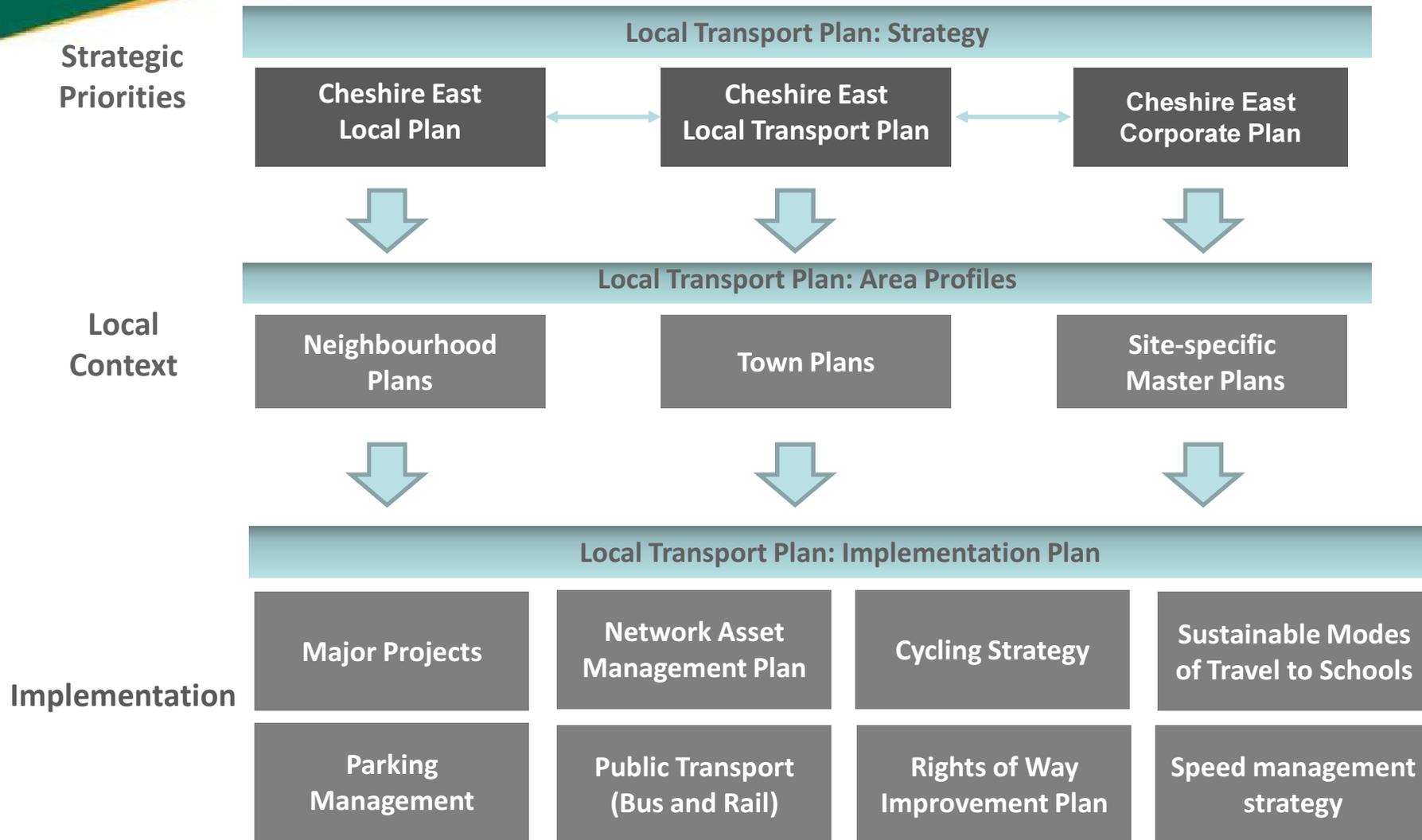


Why Cheshire East Needs a New LTP

Successful delivery against the current LTP and changing context means there is now a need to provide an updated plan and vision which supports:

- The emerging **Local Plan** and **Infrastructure Delivery Plan**
- Adoption of **Neighbourhood Plans**
- Development of focused transport strategies
- Emerging evidence and strategy at the pan-Northern level through **Transport for the North**
- **Network Rail** and **Highways England** investment programmes
- Long term growth aspirations e.g. **HS2** and the **Constellation Partnership**
- Cheshire East Council's refreshed corporate objectives and adoption of **'Quality of Place'** principles
- **Technological innovation** and **demographic/cultural** shifts with impacts on travel behaviour

The Challenge of Integrating Plans



How our Plans Fit Together



Linking the Local to the Global

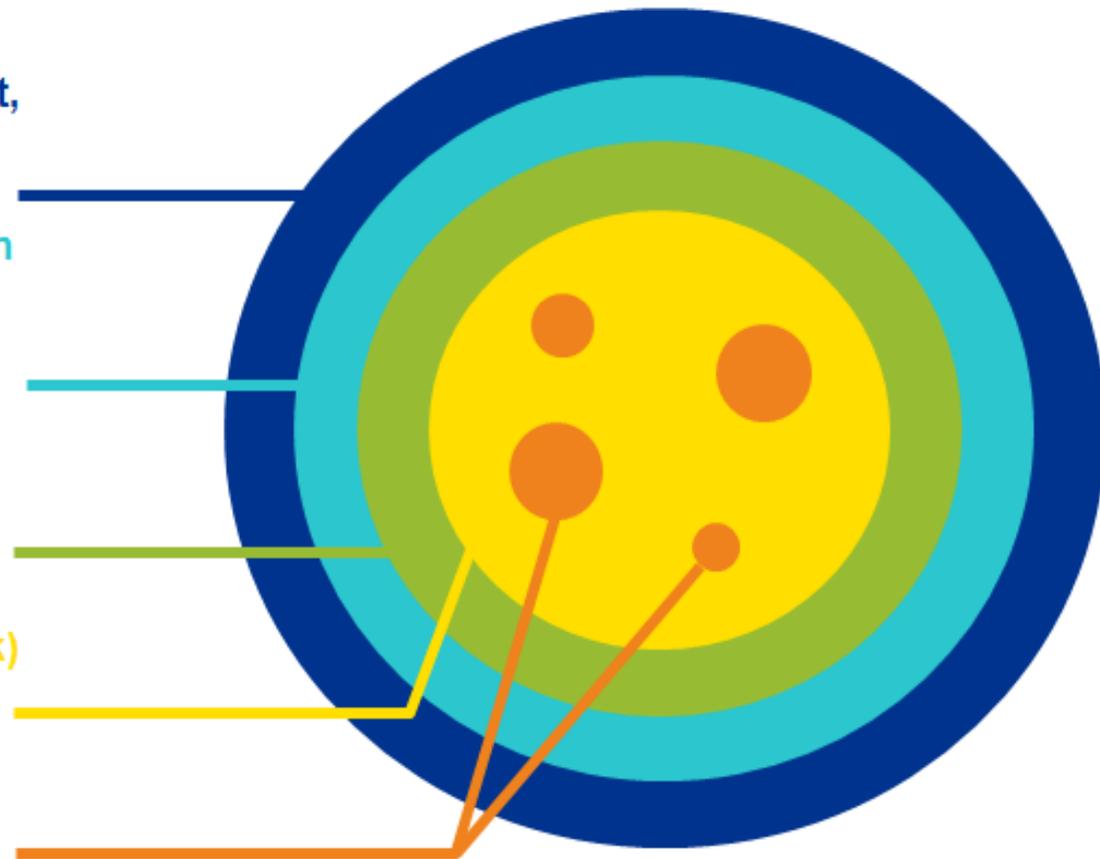
Global Gateways (Manchester Airport, Port Salford, Port Liverpool)

UK Connectivity (North Wales Growth Track 360, HS2 and Classic Rail, Strategic Road Network)

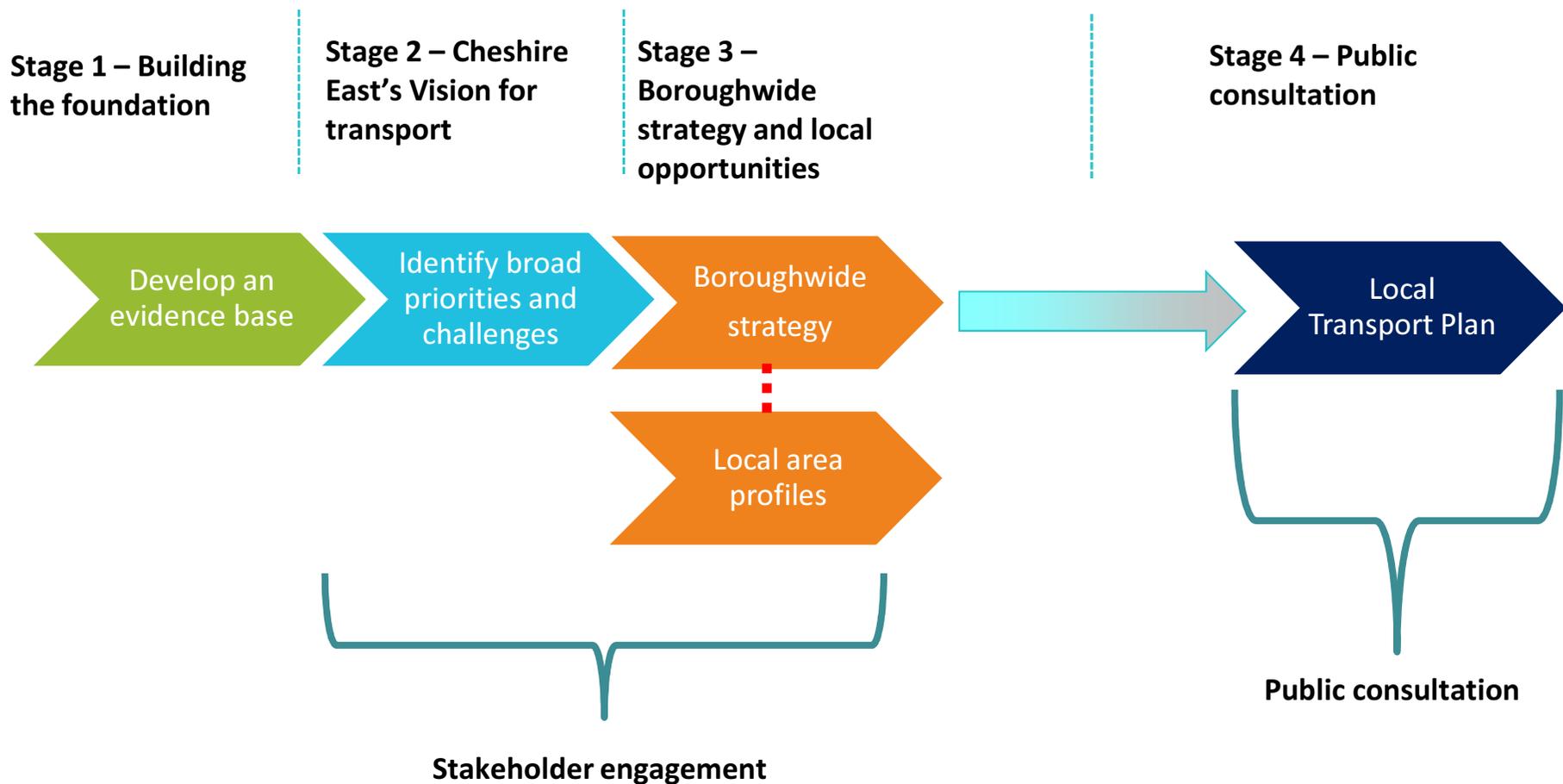
Cities and the Sub Region (Strategic Road and Rail)

Linking Towns (Inter Urban Bus Services, Rail and Highways Network)

Connecting Neighbourhoods (Local Bus Services, Active Travel, Urban Realm)

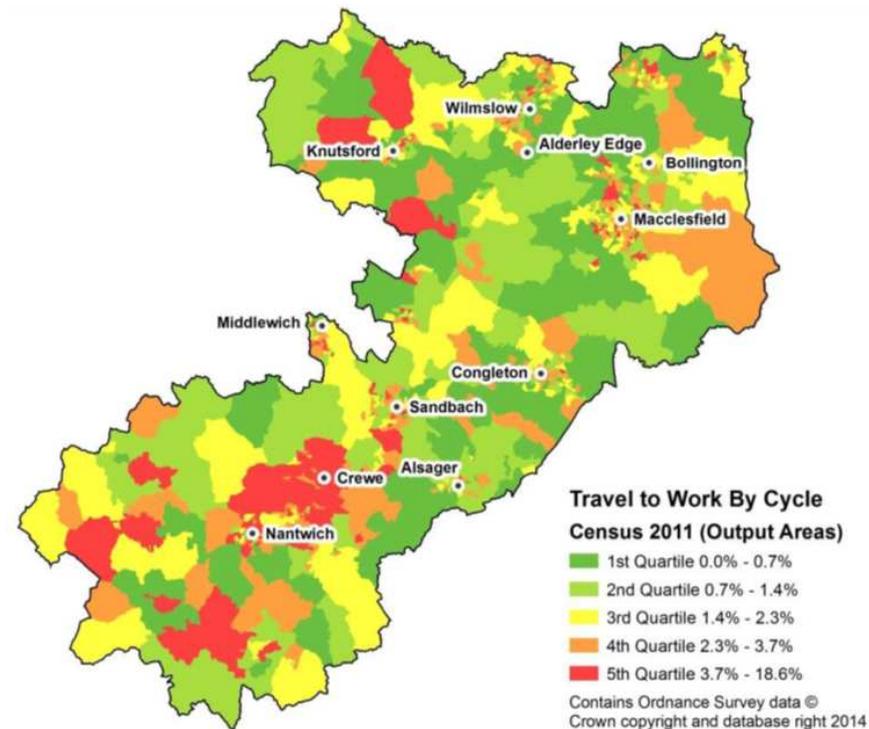
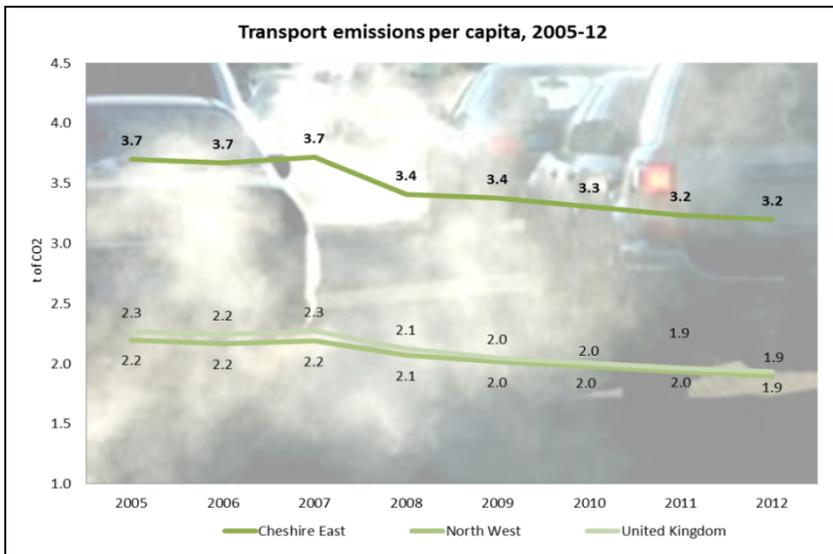


The Process



Developing the Evidence Base

The predominant source of air pollution in Cheshire East is road traffic, with emissions of nitrogen dioxide accounting for all 13 Air Quality Management Areas (AQMAs)



Developing the Evidence Base

Total highway asset value £5billion+

We're working for you
we maintain ...



Transport Challenges

Work to date has identified five key transport challenges for Cheshire East:

1. *Providing connectivity that enables transformational economic change and supports a strong economy*
2. *Providing accessibility for residents and businesses (particularly in rural areas)*
3. *Improving our environment*
4. *Addressing poor health and physical inactivity*
5. *Network management and asset maintenance*

- The LTP will detail proposals which address strategic challenges, deliver on priorities, and capitalise on opportunities over the next **five years** and beyond
- A five year lifespan enables the LTP to provide clear direction whilst being flexible enough to react to new opportunities
- The LTP will focus on three priority programme areas:



The LTP will contain local area profiles giving comprehensive coverage across the whole Borough. The profiles will build upon local knowledge and evolving Neighbourhood and Town Plans. Local area profiles will be prepared for:

- **Principal Towns:** Crewe and Macclesfield
- **Key Service Centres:** Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach, and Wilmslow
- Including the rural areas which surround them

These will identify how the LTP will deliver against local priorities and planned development. They will also identify the local benefits expected from major projects e.g. HS2.

Local Example: Sandbach

Local Transport Plan: Priorities, Opportunities, and Challenges
Economic Growth, Environment / Carbon Reduction, Quality of Life, Connectivity,
Public Health, Network and Asset Management



Sandbach Local Profile: Priorities, Opportunities, and Challenges (taken from Neighbourhood Plan)

M6 Junction 17

Rail improvements
and passenger link
with Northwich

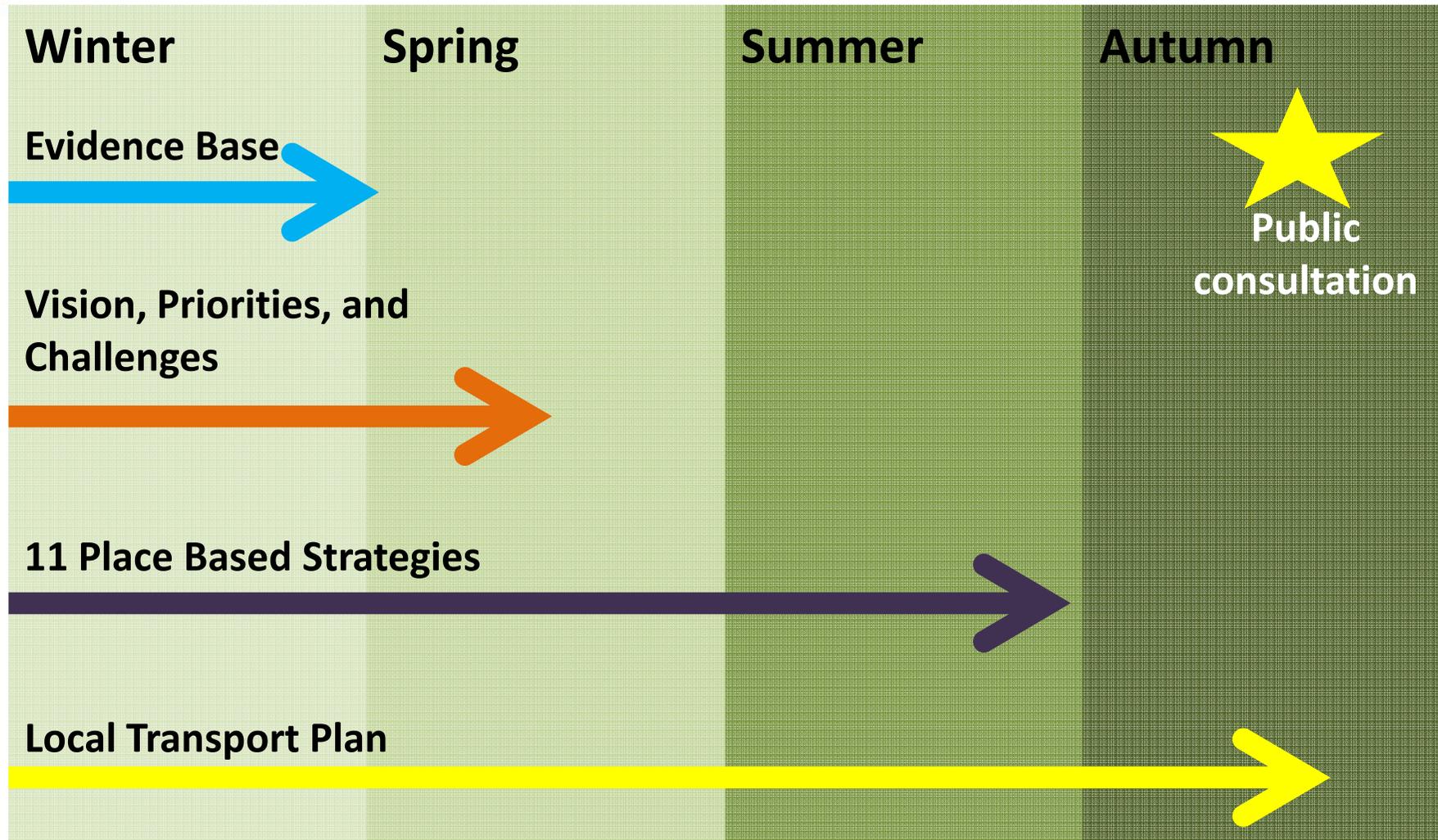
Bus services and
links to rail
station

Town centre
car parking

Cycle and
footway
improvements

Congestion

2017 Timescales and Next Steps



QUESTIONS?

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Local Transport Plan

Our Vision

DRAFT

May 2017

Document control sheet

Version 0.1; May 2017

Project: Cheshire East LTP Refresh
Client: Cheshire East Council
Document title: LTP – Vision Document
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1 Introduction

The Importance of Transport

Cheshire East has one of the most successful economies in the country and is consistently recognised as offering opportunity and a good quality of life, including being recently recognised as the happiest place in England¹.

Major successes have been achieved through transport investment guided by the Local Transport Plan (LTP) 2011 – 2016 including: Crewe Green Link Road; A556; M6 Junction 17; A500 Junction 16; Basford West Spine Road; investment in services and station facilities through the Northern Rail franchise; Crewe Station Rail Exchange; and Connect 2 cycle route.

Nevertheless, there is no room for complacency. Over the coming years Cheshire East will face new challenges which we must plan for now. The transport network will play an increasingly important role and ensuring excellent connectivity will be vital to the Borough's continued success.

An effective transport network supports sustainable communities which have access to services, opportunity, friends, and family. Transport connectivity enables new development and urban regeneration which contributes to the delivery of much needed jobs and homes in the Borough. Transport also plays a role in promoting improved public health and safeguarding the environment by reducing the negative impacts of transport, for example by working to improve air quality.

The Need for a New Local Transport Plan

The Council has been successful in delivering against the priorities in the current LTP with major investment in the network. However the local, regional and national policy context has evolved with a new Local Plan emerging and the government placing particular emphasis on Local Economic Partnerships to drive economic growth. Equally, major projects such as High Speed 2 (HS2) have the potential to deliver significant benefit to the Borough if supported locally.

There is now a need to refresh the LTP to provide an updated plan and vision which captures the Borough's priorities. This will support:

- The emerging Local Plan and Infrastructure Delivery Plan to deliver successful jobs-led economic growth and improvements to quality of life in the Borough.
- Adoption of Neighbourhood Plans within Cheshire East which help to define local expectations and concerns regarding transport.
- A number of new and emerging Cheshire East local transport strategies including: Cycling Strategy; Rail Strategy; Air Quality Management Strategy; Speed Management Strategy; Bus Service Review; Home to School Transport Policy; Rights of Way Improvement Plan; and Sustainable Modes of Travel to School Strategy.

¹ Office for National Statistics (2016) *Personal wellbeing in the UK: local authority update*

Highways

- Emerging evidence and strategy at the pan-Northern level through Transport for the North.
- Development of new infrastructure programmes by Highways England and Network Rail.
- Long term growth aspirations such as HS2 and the Constellation Partnership.

New government initiatives, including the Northern Powerhouse and Midlands Engine for Growth, place emphasis on the role of transport as a means of driving increased output and productivity. This is because transport and the economy are closely linked, with employment acting as a fundamental driver of transport demand and better connectivity driving increased productivity and development. It is for this reason that ensuring an efficient transport system which supports success for all will be increasingly vital to maximising Cheshire East's potential.

However, improved transport connectivity will not deliver on the ambitious plans for Cheshire East on its own. Transport must be delivered in partnership with spatial planning, urban development, health, economic, environmental, and social programmes to ensure maximum benefit for Cheshire East's residents and businesses. Ensuring this integrated approach will be vital to maximising the contribution of transport investment.

The LTP will not just focus on nationally significant projects but will identify links between all scales and types of interventions including: new small and large scale infrastructure, new ways of delivering services, partnership working, better communication, and technological innovation.

Developing the Vision

This document has been developed through analysing key evidence concerning transport issues in the Borough. Alongside identifying key strategic transport issues we have considered how transport can contribute to achieving Cheshire East Council's corporate objectives.

Following this vision document a strategy will be developed which will detail proposals to address challenges, deliver on priorities, and capitalise on opportunities over the next five years. This strategy will consider measures needed for specific areas of the Borough.

A five year period has been chosen as it enables the LTP to provide clear direction whilst retaining sufficient flexibility to react to emerging opportunities towards the end of this period. This LTP will also consider short term actions and planning which will directly support delivery of the longer term vision looking towards 2030 as identified in the Local Plan.

The LTP will provide detail on how the Council will work together with partners to achieve success in each of the following areas:

- **Delivery of new infrastructure:** new transport infrastructure will be delivered where it will bring most benefit to residents and businesses.
- **Network performance and asset management:** the transport network will be well maintained and operate efficiently.
- **Service redesign and delivery:** transport and Council services will offer excellent value with efficient and responsive services.

- **Partnership working:** joint working across sectors to address key strategic challenges and delivering engagement/promotion activities to encourage sustainable transport choices.

Aligning Our Strategies

Cheshire East will not thrive in isolation. Likewise concentrating on transport in isolation will not ensure Cheshire East’s success.

Developing a transport system which supports improved connectivity across rural and urban areas, growth, a good quality of life, and a healthy environment will require a range of partners to work together to integrate investment at the local, regional, pan-Northern, and national levels.

Improved connectivity will be delivered in part by nationally significant investment such as HS2 which will deliver game changing rail improvements and act as a catalyst for growth in Crewe and the wider Constellation Partnership. Whilst across the Borough more efficient motorways and improved classic rail services will add additional value to industry and accessibility. However, HS2 is still some way in the future and the impact of major projects is most profound when supported by planned packages of local interventions. It is therefore necessary that the LTP ensures that Cheshire East’s transport system provides good connectivity for people and freight locally, regionally, nationally, and globally.

There are numerous opportunities for transport to contribute to related policy objectives. For instance the transport network can play a role in improving public health by promoting physical activity. By linking across different policy areas the LTP can ensure that transport investment has an impact greater than the sum of its parts. This can be achieved by ensuring the LTP is informed and feeds in to local mode specific strategies and wider policy/planning documents such as Neighbourhood Plans. This will ensure that investment is prioritised where it can bring the greatest holistic benefit.



Figure 1 Spatial Scales and Policy Adjacencies

2 Putting-Providing for Residents-First

The Corporate Plan

The LTP will be guided by the Council's Corporate Plan² which identifies six outcomes.

This chapter identifies what transport success against each of the six outcomes will look like. It then discusses 'quality of place' as a case study demonstrating how transport can deliver the Council's objectives as a central part of an integrated wider programme.



Figure 2 Cheshire East's Corporate Outcomes

² Cheshire East Council, *Corporate Plan 2016 - 2020*

**Outcome
1**

**Our local communities
are strong and
supportive**

What will success look like?

- All residents have access to services and leisure opportunities, including older people and those living in more rural areas.
- Communities are not severed or otherwise negatively impacted by road traffic.
- Road users act in a safe and courteous manner no matter which mode of transport they are using.
- Residents feel confident to travel by any mode of transport at any time.

**Outcome
2**

**Cheshire East has a
strong & resilient
economy**

What will success look like?

- The transport system drives sustainable growth.
- The transport network supports sustainable development as identified in the Local Plan.
- Improved transport connectivity positions Cheshire East in the heart of globally competitive Northern and Midlands economies.
- High quality public realm and green infrastructure encourage inward investment.

**Outcome
3**

**People have the life
skills and education
they need in order to
thrive**

What will success look like?

- Young people and adults have safe, affordable travel options to access skills, education, and opportunity.
- More children are able to walk and cycle to school.
- Young people and adults have access to travel information and training as required.

**Outcome
4**

**Cheshire East is a green
& sustainable place**

What will success look like?

- Cheshire East maximises the value of its natural landscape.
- All residents have access to places of recreation, leisure, and the countryside.
- The negative impact of the transport network on the natural and built environment is minimised.
- Air quality is improved.
- Residents have the option to travel by walking, cycling, and public transport.
- The transport network is resilient to the impacts of weather events and a changing climate.

**Outcome
5**

**People live well
and for longer**

What will success look like?

- Residents have access to physical activity opportunities to make both leisure and everyday journeys.
- Our streets are safe for all, especially the most vulnerable users.
- Residents have access to services and leisure opportunities, including older people and those that live in more rural areas.
- The transport network does not negatively impact health.

**Outcome
6**

**A Responsible, Effective
& Efficient
Organisation**

What will success look like?

- Investment in the transport network provides excellent value for money.
- Transport management and investment decision making is equitable and transparent.
- The transport network responds to resident need.
- The Council works effectively with partners at all scales to bring about the best outcomes for Cheshire East.

Joined-Up Delivery

Transport has been identified as a fundamental driver of future success. However, improved connectivity alone will not deliver on Cheshire East's ambitions. An integrated approach is needed which embraces the multiple linkages between transport and related policy areas, including public health, spatial planning, economic development, the public realm, children's and adult's services, the environment, open spaces, and innovation.

The following case study focusing on the Council's objective to improve 'quality of place' demonstrates the importance of transport as a fundamental contributor to the wider success of Cheshire East:

What is 'quality of place'?

It is about the quality of our built and natural environment and its interaction with our residents and businesses, the ability of individuals to make a life here, as well as valuing our vibrancy and culture as a means of attracting visitors to our unique Borough.

A focus on quality of place supports delivery of outcomes that promote future prosperity and retain the qualities valued by our residents and businesses. Studies show that innovators and entrepreneurs are attracted to creative, cultural and beautiful places. We can therefore support the economic well-being of our area by developing and communicating the characteristics that hold us apart from our neighbours and competitors.

What are our priorities for 'quality of place'?

- Regeneration and growth
- Strategic infrastructure
- Planning and design
- Homes and neighbourhoods
- Connectivity
- Protecting and enhancing the built and natural environment
- Embracing and capitalising on the evolving nature and role of urban centres
- Promoting and safeguarding countryside access
- Economic development and business support
- Leisure, culture and heritage
- Supporting people into work, skills, apprenticeships etc.

The role of transport

The overarching nature of transport means that it contributes, either directly or indirectly to each and every one of the priorities identified above. The role of the LTP will be to identify opportunities for transport to contribute to the Council's wider objectives in an integrated way, including those relating to 'quality of place'.

3 Connected at all Scales

Local, Regional, International, and Smart Connections

Cheshire East is a diverse borough. Our towns and villages vary greatly in character with each facing different issues and having bespoke needs for the future. The Borough also has an extensive rural area with a successful rural and agricultural based economy. Across this diverse geography Cheshire East has a strong sense of place which the LTP will support. We need to create a climate which supports success not just in our larger towns but also our smaller towns and rural communities.

There is therefore a need to invest in transport infrastructure, services, and maintenance which enable connectivity across all spatial scales and facilitates integrated, door-to-door journeys. To succeed the transport network must get people and goods to where they need to be by facilitating reliable and sustainable local accessibility, including the first and last mile of journeys.

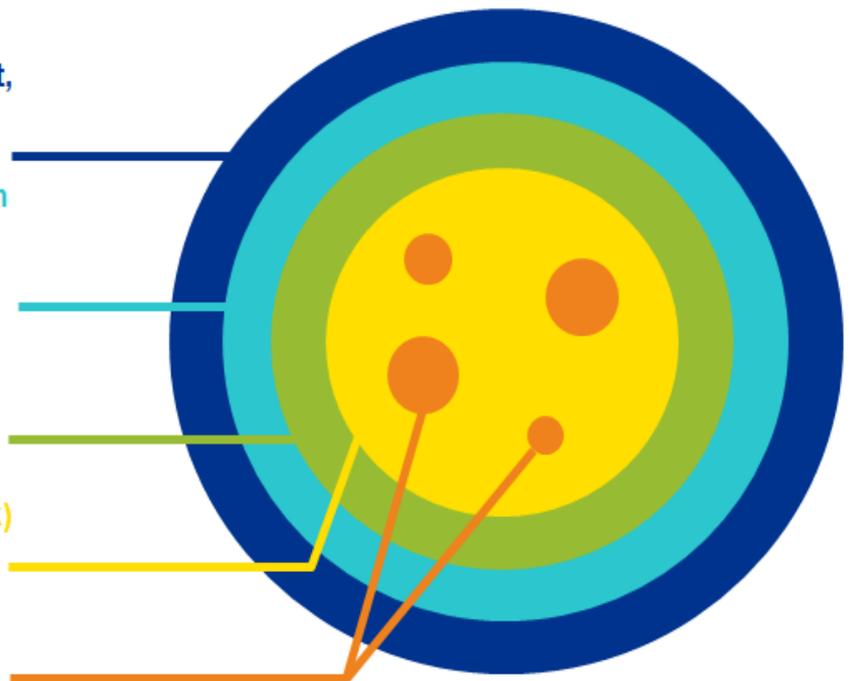
Global Gateways (Manchester Airport, Port Salford, Port Liverpool)

UK Connectivity (North Wales Growth Track 360, HS2 and Classic Rail, Strategic Road Network)

Cities and the Sub Region (Strategic Road and Rail)

Linking Towns (Inter Urban Bus Services, Rail and Highways Network)

Connecting Neighbourhoods (Local Bus Services, Active Travel, Urban Realm)



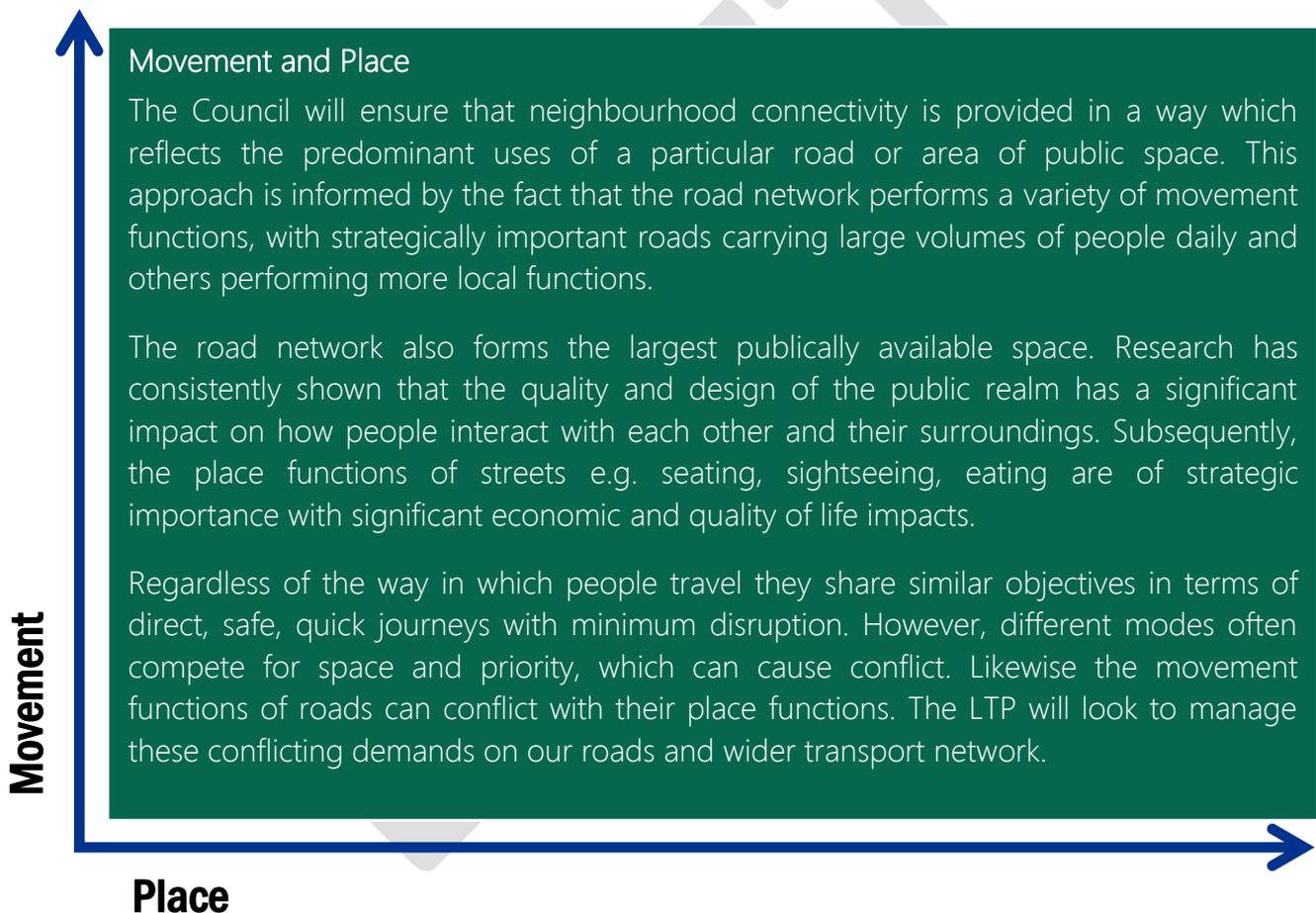
Connecting Neighbourhoods

All journeys start locally. The LTP will aim to connect our communities with a focus on: quality of place and improved public realm; walking and cycling facilities linking homes and destinations; and local passenger services (bus, flexible transport and community transport).

Investment in walking, cycling, and the public realm is relatively low cost and there is research indicating the quality of life and economic benefits that good quality urban design and active transport infrastructure brings. Whether it is an improved local retail offer, better health

outcomes, more vibrant communities, attracting high value employers and the highly skilled workers they need, or reduced congestion. In doing this the LTP must also consider the needs of our rural communities and support their sustainability by ensuring access to jobs and services.

Local bus services, flexible transport and community transport are an important part of neighbourhood connectivity supporting important economic and social activity. During the life of the LTP the Council will face financial challenges regarding funding supported bus services due to wider budget constraints. Alongside an ongoing review of supported bus services, the LTP will identify how the Council will respond to these challenges and utilise available resources in the most efficient manner. It will also identify how the Council will respond to changing travel behaviour; including the increasing trend towards urbanisation amongst younger people, the emergence of disruptive technology such as ride sharing and Connected and Autonomous Vehicles, and more generally the ideas around 'Mobility as a Service'.



Linking Towns

Ensuring good connectivity between Cheshire East's principal towns and key service centres is central to delivering on our plans for growth. The LTP will identify opportunities for improved inter-urban connectivity focusing on rail, the local highway network, and bus services.

Recent research has highlighted the importance of small and medium-sized cities and large towns in the North, the role of which is too often overlooked nationally³. These findings are especially relevant in demonstrating the benefits that will accrue from improved connectivity within and between Cheshire East's urban centres. The economic and social importance of which is demonstrated by the '*corridor of opportunity*' which will be created through the provision of improved transport connectivity between Crewe and Macclesfield by way of Congleton.

Small and Medium Sized Cities and Large Towns

The Council will prioritise investment which brings the most benefit to Cheshire East. New research suggests that in the case of small and medium sized cities and large towns in the North investment in local connections can be equally as effective as larger projects aimed at boosting inter-city connectivity. This is because local connections support the strong employment markets contained within small and medium sized towns and important sub-regional commuting flows. This demonstrates the importance of local investment in transport connectivity as a means of supporting bigger projects such as HS2.

Transport infrastructure investment in small and medium sized towns will enable greater contribution to local growth, including supporting the success of neighbouring city regions and other urban centres. Improved connectivity helps to build local resilience and maximises the benefits of local assets; whilst also allowing our urban centres to respond to emerging opportunities related to the evolving nature of town centres e.g. capitalising on agglomeration benefits to develop specialised knowledge centres.

Improving rail connectivity between our principal towns and key service centres is a key priority to improve access between towns. Rail connectivity across the Borough varies, for example Middlewich with a population of 13,700 has no railway station. In comparison, Knutsford, with a population of 13,300 has the fourth busiest railway station in Cheshire East. The railway line through Middlewich is currently used solely for freight with no station or passenger services. The Council has an ambition to link Middlewich to the passenger rail system.

Enhanced rail connectivity requires new rail infrastructure, new rolling stock, and improved station facilities and accessibility. Delivery of this will require the Council to work alongside key partners including train operating companies and Network Rail. Future franchise negotiations also offer an opportunity to inform service specifications and station investment to achieve a better outcome for residents. An example of this is the Council's input into rolling stock requirements and station enhancements as part of the new Northern franchise which was recently let.

Cities and the Sub-Region

Supporting movement between Cheshire and Warrington's urban centres and the wider sub-region will be increasingly important. Modelling shows that planned growth in jobs and houses associated with the Local Enterprise Partnership's Strategic Economic Plan requires delivery of a road network which can support a 40% increase in demand on the M6, and M62 strategic road

³ IPPR (2016) *The role of small and medium sized towns and cities in growing the Northern Powerhouse*

corridors, and a 30-35% increase in demand through corridors such as Congleton, Middlewich, M53/M56, and Alderley Edge⁴. Achieving this will require strong partnerships with the Local Enterprise Partnership, Transport for the North (including through the proposed Key Route Network), Highways England, and Network Rail.

The Council supports the delivery of proposed investment in the sub-region's rail and road networks. Examples such as electrification, Crewe Station improvements, A6 to Manchester Airport Relief Road, and the Congleton Link Road will all bring substantial economic and connectivity benefits. However, ongoing investment will be needed to accommodate ambitious levels of growth within the emerging Local Plan and supporting key priority programmes included within the Local Enterprise Partnership's Strategic Economic Plan including the Constellation Partnership and the Cheshire Science Corridor.

UK Connectivity

Cheshire East enjoys a favourable location close to the key hubs of Liverpool and Manchester City Regions and with direct connections to Birmingham and London. This advantageous position has contributed to the Borough's past success and, with the right investment and management, will contribute to its future prosperity. By bridging the key economic growth areas of the Northern Powerhouse and the Midlands Engine the Borough is well placed to make a significant contribution to rebalancing the UK's economy.

Indeed Cheshire East with its variety of successful industries including advanced manufacturing and pharmaceuticals has plans to be an engine for Northern growth. However, this will require the Borough to be fully integrated in to the UK through a transport network which offers effective national connectivity for people and freight.

Cheshire East is located on a major growth axis. As a result, the northern part of the Borough is generally well connected by road and rail north-south and east-west. But elsewhere, east-west connectivity is poor, by all modes. Even where good road connectivity exists on the M6, and M56, this spine of connectivity is congested and fragile. When it fails, not only is connectivity



Figure 3 Cheshire East's National Connectivity

⁴ Cheshire and Warrington 871 LEP (2016) *Sub-regional Transport Strategy*

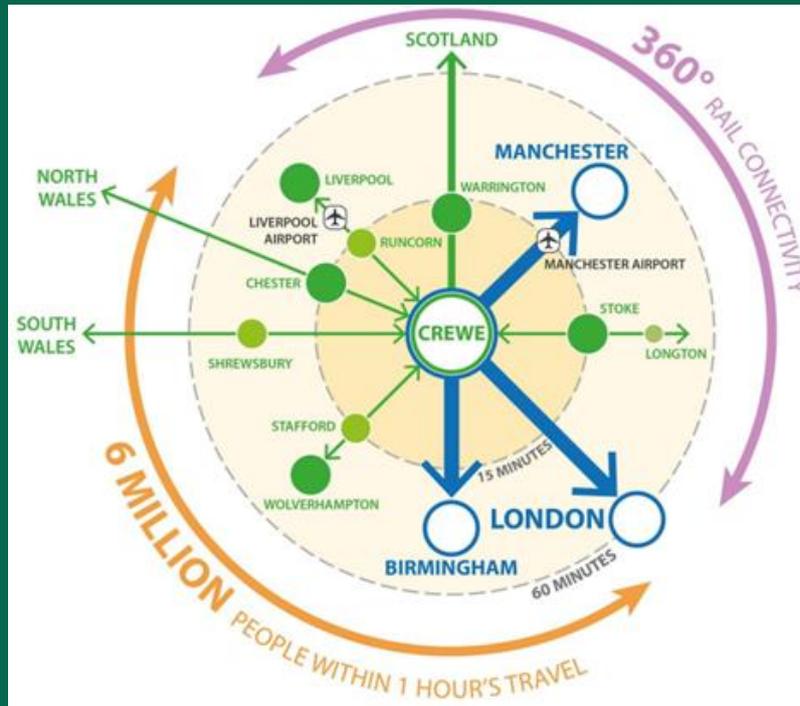
impaired, but our sub-regional centres become congested due to diverting traffic. Increasing the resilience of the transport network is vital for the 173,000+ jobs currently supported in Cheshire East and plans for growth.

Providing continued high quality national connectivity will require:

- Dedicated transport corridors between major centres for both passengers and freight.
- High frequency connectivity to and from key sub-regional centres.
- National hubs, markets, gateways and ports to be brought under the economically critical door-to-door travel time of one hour from Cheshire East, wherever possible.

Achieving this will necessitate investment in the strategic road and rail networks to ensure high quality links between the Borough and the wider region including the Greater Manchester City Region, Liverpool City Region, North Wales, West Midlands and Yorkshire. Nationally, key links will need to be improved to London, southern England, Wales, and northwards towards Scotland. The Growth Track 360 programme in particular will link Cheshire East and North Wales with the proposed HS2 Hub in Crewe to provide excellent connections to London and numerous city regions. The LTP will aim to achieve this by integrating transport investment across all scales.

The arrival of HS2 will place Crewe and the wider Borough at the centre of one of the worlds most advanced rail networks and provide national and international connectivity. The proposed Superhub at Crewe has the potential to create more than 120,000 jobs by 2040 and inject £10bn a year into the sub-regional economy.



The Council is committed to delivering maximum benefits from the proposed HS2 scheme and a future Hub at Crewe, whilst achieving maximum mitigation measures for residents who may be affected by the scheme. Maximising the potential benefits from HS2 requires strategic planning over the lifespan of this LTP. Effective integration and prioritisation of large and small interventions will ensure that HS2 achieves more than the sum of its parts. The LTP will create the transport policy framework which connects the Council's transport priorities with those of our partners to achieve this.

Whilst the Council is keen to build on the momentum of HS2 and the related prospects for Crewe the LTP will look to exploit new opportunities, build on current success and create a climate that is attractive for business investment and growth through improved connectivity not just in our larger towns but across the Borough.

Global Gateways

Cheshire East is well placed to capitalise on the government's drive to further develop competitive economic centres in the North and Midlands. To do this we must exploit our proximity to global gateways for both people and freight by improving multi-modal access to

Manchester Airport, Port Salford, and the Port of Liverpool. We also must improve connections with other significant global gateways such as Heathrow Airport.

Providing effective international connectivity is vital to encouraging inward investment and ensuring that businesses can capitalise on global markets, particular in emerging economies. Cheshire East is home to global brands such as Bentley Motors and AstraZeneca and the continued competitiveness of these major employers, as well as the growth and success of local talent, will be dependent on integrated transport investment connecting the local to the global.

Manchester Airport is the UK's northern global gateway handling over 22 million passengers a year and contributing almost £1billion pounds to the UK's economy annually⁵. Due to its proximity Manchester Airport is an important international gateway for businesses in Cheshire East. The airport is also a key local employer with 8% of the airport's staff residing in Cheshire East¹⁸. There is an ambitious programme of investment centred on the airport, including improved surface access via the A6 to the Manchester Airport Relief Road and proposals to link Manchester Airport with HS2. The LTP will support improved connectivity between the Borough and the Airport as a means of ensuring success for both Cheshire East and the airport.

Freight connectivity is also vital for the Borough. Forecasting by Highways England and Network Rail predicts an increase of 70% in freight via Liverpool Superport and a 25% increase in freight demands elsewhere in Cheshire and Warrington⁶. Improving road and multi-modal links between Cheshire East and global freight gateways will be vital to ensuring we can meet and capitalise on this increased demand.

Digital Connections

High quality digital connections can be just as important for social and business activity as good transport connections.

Improving vital digital connections which link Cheshire East internally and externally is a priority for the Council and the wider Connecting Cheshire Partnership as we strive to meet the government's target of 95% access to superfast broadband.

Improvements in technology and digital connections will also bring opportunities to reduce demand for travel, better manage our transport network and improve communication with the travelling public. In particular it is envisaged that the trend for 'Mobility as a Service' will continue to evolve through the utilisation of communication and technological advancements to offer tailor-made transport on demand be it public transport, taxi or car rental, or ride-, car- or bike-sharing.

⁵ Manchester Airport (2016) *Sustainable Development Plan 2016: Economy and Surface Access*

⁶ Cheshire and Warrington 871 LEP (2016) *Sub-regional Transport Strategy*

4 Meeting the Challenge

We face a number of challenges to achieving our vision of a connected borough and in turn delivering against the Council's corporate objectives. The main challenges have been identified through a review of key evidence and are summarised below. The Council outcome/s which will be contributed to by addressing each challenge are also identified.

Challenge 1: Providing connectivity that enables transformational economic change and supports a strong economy



Cheshire East already makes an impressive contribution to the sub-regional and regional economies: its GVA is around £9.2bn⁷ (2012 estimate), which equates to 7.0% of the North West region's economic output. An internationally facing economy with strong foundations in advanced manufacturing and research allows Cheshire and Warrington together as an integrated economic region to outperform Manchester, Liverpool, or any other area in the North in terms of GVA per head⁸.

Despite this excellent past performance Cheshire East will not continue to thrive with a 'business as usual' approach to transport. The sustainable growth aspirations set out in the Local Plan are a key element in meeting Cheshire and Warrington Local Enterprise Partnership's plan for a transformed economy. Strategic transport investment will be central to achieving these wider ambitions for Cheshire East as outlined below:

- **Unlocking development sites** – By improving transport connectivity we can enable economic growth by opening up key sites for housing and employment development. The Local Plan makes provision for 36,000 new homes and 31,000 new jobs in the Borough by 2030. Providing transport connectivity which makes these sites viable propositions is a key consideration as part of the planning process. This is set within the context of a transport network which is already congested in parts. Therefore appropriate mitigation measures are required to ensure growth does not negatively impact connectivity.
- **Transport as an enabler for growth** – Longer term transformative economic programmes such as the Constellation Partnership centred on the proposed HS2 Hub in Crewe will be underpinned by strategic transport improvements. The provision of a HS2 Hub combined with complementary infrastructure improvements could lead to an additional 120,000 sub-regional by 2040 and inject £10billion per year in to the local economy.

⁷ Cheshire East Council (2016) *Local Plan Strategy proposed Changes (2012 estimate)*

⁸ Cheshire and Warrington 871 LEP (2016) *Sub-regional Transport Strategy*

Highways

In order to unlock the ambitious growth planned for Cheshire East the transport network must be able to cater for up to a 35% increase on current demand for movement between key economic centres³. Investment is needed to facilitate this growth planned for the sub-region; including capitalising on the transformational opportunities presented by the Constellation Partnership, the Cheshire Science Corridor Enterprise Zone, and the Atlantic Gateway.

Although these are long term programmes, a key challenge within the lifetime of this LTP will be setting the foundations of transport infrastructure to enable future growth, whilst simultaneously ensuring that maximum mitigation measures are secured where infrastructure has the potential to negatively impact residents.

- **Keeping our economy moving** – Cheshire East will be an engine for Northern growth and will promote a dynamic and prosperous economy. We have a wide variety of successful industries in the area including the advanced engineering industry which includes Bentley Motors and the pharmaceutical industry e.g. AstraZeneca. However, we must build on our current successes and create an environment that is attractive for business investment and growth, not just in our larger towns but also in our smaller towns and rural communities.

A key challenge to achieving this will be ensuring that connectivity across our transport networks supports the efficient movement of people and goods. This will ensure that businesses can count on reliable and efficient networks which in turn will support their operations and future prosperity. There are already significant pinch points on our network, particularly in respect of road and rail links, which will need to be addressed to keep our economy moving.

- **Quality of place** – Providing attractive and vibrant built and natural environments will encourage inward investment through businesses and people choosing to locate in Cheshire East. The LTP has a key role to play in supporting the provision of high quality, attractive environments which encourage walking, cycling, and public transport whilst also effectively mitigating potential negative impacts of transport infrastructure. It also has a role to play in encouraging sustainable connectivity between our urban centres and their surrounding rural settings.

Challenge 2: Providing accessibility for residents and businesses



Cheshire East is a diverse borough characterised by its large number of towns, each with its own distinctive history and character and all located in a largely rural setting. These towns lie at the heart of the Borough, and their vitality and growth is essential for our prosperity as a whole. The transport network plays a role in creating sustainable communities. Having access to vital facilities

and services as well as friends and family is important and the transport network must support these everyday journeys. The LTP must deliver not just in our larger towns but also for our smaller towns, villages, and rural communities.

Generally residents of Cheshire East lead longer, healthier lives than regional or national averages. Indeed Cheshire East is one of only two local authorities in the North with a significantly higher healthy life expectancy than the state pension age of 65⁹. However, our population is also older than regional and national averages with people aged over 60 outnumbering children and young adults.

This ageing population will present challenges which the transport network must respond to. With this trend forecast to continue we must cater for changing demographics and support mobility for all, including those who do not have access to a car. To achieve this we must ensure that transport supports:

- **Public transport accessibility** – Providing public transport accessibility for residents, especially those in rural locations, will be a key challenge in the coming years in the context of wider financial constraints and as a result reduced budgets for supported bus services.

The impact of this is especially relevant in light of Cheshire East's ageing population, with 22% of our population aged over 65¹⁰, and the damaging impact of social isolation which can be as harmful to health as smoking fifteen cigarettes a day¹¹. The Council will maximise the impact of our budgets and seek innovative ways to provide services in a cost effective way. The LTP will provide the policy framework for a transport system which supports mobility without relying exclusively on the car.

- **Accessibility to education, skills, and employment** - Cheshire East boasts nationally recognised higher education and innovation assets. The transport network must support improved connectivity at these locations and provide access to the skills, education, and opportunity needed to succeed.

Whilst on the whole Cheshire East is economically successful there are a number of urban areas predominately in Crewe and Macclesfield which suffer from deprivation, and this has worsened since 2010. Delivering improved transport connectivity is central to allowing areas which underperform economically to reach their potential. For example a survey at Crewe Jobcentre showed that 65% of jobseekers found a lack of transport options was a barrier to working. More must be done to ensure that everyone in Cheshire East has access to education, skills and employment.

Children and young people must be able to access local schools safely and sustainably. Around 65% of Cheshire East's children currently travel to school by foot, cycle, or public

⁹ Office for National Statistics (2015) *Healthy Life Expectancy at Birth for Upper Ties Local Authorities, England: 2011 to 2013*

¹⁰ Office of National Statistics (2016) *Mid-2015 Population Estimates. Release: MYE9AT1*

¹¹ Holt-Lundstad et al (2015) *Loneliness and social isolation as risk factors for mortality: A meta-analytic review*

transport and there is an ambition for this number to increase. Parents must feel confident to let their children walk or cycle to school. The LTP will promote policies and interventions which encourage journeys to be made on foot or by cycle wherever possible as a means of reducing congestion, increasing physical activity, and improving air quality.

As well as providing good quality local links the transport network needs to facilitate longer distance journeys allowing young people and adults to access higher and specialist skills and education providers. The Council will explore innovative uses of technology and integration of services to increase the affordability, sustainability, and efficiency of vital transport services such as home to school transport, local buses, and non-emergency patient transport. This work is initially focusing on rural areas but there is an ambition to widen the scope following implementation and evaluation.

Challenge 3: Improving our environment



The Council has produced a baseline evidence report which examines the impact of transport on the environment including to contribution of vehicular traffic emissions to air pollution and climate change. The biggest contributor to air pollution within Cheshire East is road transport¹². This impact on air quality is indicative of high car ownership in Cheshire East with 40% of households having two or more cars against a UK average of 29%.

One way of alleviating traffic impacts is by encouraging residents to utilise more efficient forms of transport such as walking, cycling, and public transport. This will be increasingly important in light of expected population growth of over 58,000 by 2030. The Council will work with partners to explore ways to positively influence the ways in which we travel and to support:

- **Improved air quality** – The Council is committed to creating high quality walking and cycling environments, and increasing use of public transport as a means of improving the quality of our natural and built environments. Technological development will also present opportunities to increase the efficiency and sustainability of the transport network.

Modal shift towards more sustainable transport modes will improve air quality. The health impact of poor air quality can be significant and across Cheshire East there are thirteen Air Quality Management Areas where emissions are considered likely to breach guidelines. We will continue to monitor air quality and take action where necessary with further detail to be set out in an updated Air Quality Management Strategy later in 2017.

- **High quality green infrastructure** - As well as high quality built environments we value green infrastructure across the Borough. Cheshire East sits in the heart of the beautiful Cheshire

¹² Cheshire East Council, *What is air pollution?*

landscape, with 6% of the Peak District National Park with its 10 million visitors per year sitting within our administrative boundary. However green infrastructure links within and between our urban and rural environments offers scope for improvement. Improving these connections through investment in green infrastructure will bring numerous quality of life and economic benefits. The LTP will support innovative ways of connecting our urban and rural environments and utilising the transport network to green our towns as a means of supporting tourism, regeneration, and improved quality of life. High quality natural environments bring quality of life benefits, can encourage investment in our urban centres, and can also provide direct traffic free transport corridors for walking and cycling.

Challenge 4: Addressing poor health and physical inactivity



The transport network can play a key role in promoting health and physical activity. It is estimated that air pollution in Cheshire East results in 175 deaths per year¹³. In the UK, physical inactivity causes around 37,000 preventable premature deaths amongst people aged 40 – 79 per year¹⁴ and by 2030 around half of the UK's population could be obese¹⁵. If current trends in Cheshire East, where a higher proportion of adults are overweight than nationally, are to be reversed then the LTP must target physical inactivity. We will work with partners across health, transport, and education to tackle this important issue. It is therefore important that the LTP supports:

- Walking and cycling for local journeys – The Cheshire East Cycling Strategy sets out an ambitious plan to double levels of cycling by 2026. The provision of high quality infrastructure, travel information and training can encourage people to travel in more efficient, sustainable and cost effective ways such as walking and cycling. The Council and key partners will build on successful previous sustainable travel initiatives such as those funded through the Local Sustainable Transport Fund to improve and support sustainable travel options.

¹³ Public Health England (2010) *Estimating Local Mortality Burdens associated with Particulate Air Pollution*

¹⁴ Cycling UK (2016) *Cycling and Health*

¹⁵ Swinburn, Boyd et al (2011) *The global obesity pandemic: shaped by global drivers and local environments*

Challenge 5: Network management and asset maintenance



Ensuring the transport network performs efficiently and is well maintained is vital to both connectivity and safety. Reduced Council budgets combined with a greater number of users and an increased incidence of extreme weather events is likely to make maintaining the transport network and ensuring its resilience more difficult in the future. Subsequently it is therefore important that the LTP supports:

- **Effective asset management** - Transport infrastructure is expensive with the total value of all the Council's highway assets estimated at almost £5billion¹⁶. This consists of over 2,600kms of carriageway, 40,000 street lights, and over 1,400 bridges and other structures for which the Council are responsible. Therefore the Council needs to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets. Cheshire East's Highways Investment Programme is an excellent example of this evidence led approach to transport asset maintenance.
- **Safety for all** - Our transport system must be safe, and be perceived to be safe. Everyone, especially vulnerable users should feel confident to travel on our roads and use public transport. We must ensure that safety is designed and engineered in to our transport system and work towards a safe systems approach to road safety.

Furthermore anti-social behaviour and fear of crime can dissuade people from travelling in certain ways and at certain times of the day. We will work to address these issues so residents feel safe and confident to travel by public transport, on foot, or by cycle. This includes ensuring that school children are provided with safe routes to school.

- **Transport resilience** - There is a broad scientific consensus that in the future we will see an increasing incidence of extreme weather events¹⁷. Ensuring the transport network is well maintained and resilient to these events and that their impact is minimised will be increasingly important.
- **Technological innovation** – Improvements in technology will provide opportunities to better manage our transport network and communication with the travelling public. Making best use of digital connections and technological innovations will be important to the continued success of Cheshire East.
- **Effective partnership working** - The maintenance and improvement of parts of the transport network is outside direct Council control e.g. the rail and motorway networks. In these instances we will work with partners to ensure an integrated approach is taken to network

¹⁶ Cheshire East Council (2015) *Highway Asset Management Strategy*

¹⁷ Department for Transport (2014) *Transport Resilience Review*

performance and asset management across the Borough and to identify opportunities for value added delivery.

Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector. Working alongside the private sector will be increasingly important in the future as companies progressively focus on low carbon travel behaviours as part of the wider corporate social responsibility agenda.

We will work effectively with partners to achieve the best outcomes for Cheshire East. The Council will also maintain and enhance links between internal services to squeeze maximum positive impact out of every pound invested. This will mean working with colleagues in health, education, and planning to ensure an integrated approach.

DRAFT

5 Delivering for Cheshire East

The development of a transport network which leads the way nationally will require a focus on three core priority areas. Success against each of these will contribute to our vision for transport:



In the coming years there will continue to be challenges relating to how we manage and fund our transport network. The Council will work with central government and other partners to identify how priority transport infrastructure is constructed, maintained, and paid for; as well as how excellent transport and local government services are provided in what is likely to be a challenging funding environment.

It is vital that the Councils' decision making is transparent and equitable as difficult decisions around where and where not to invest will need to be made. Subsequently, the Council's transport priorities must be clearly communicated. The LTP will be the vehicle for this and will inform our residents and partners of our priorities and vision for transport in Cheshire East.

Delivery of New Infrastructure

Government plans for transformational national investment in rail services will bring real benefit to Cheshire East. HS2 and the planned Hub at Crewe supported by Growth Track 360 proposals would place Cheshire East in the centre of a high quality UK wide rail network.

Investment in new and improved road infrastructure in the Borough will be needed to cater for up to a 40% increase in demand forecast for vehicles on the strategic and local road networks. Current investment including the A6 to Manchester Airport Relief Road will bring benefit but more investment is needed to relieve congestion which threatens economic growth. The Council is developing plans for major highway investment, including the Middlewich Eastern Bypass, Poynton Relief Road and Congleton Link Road, and will continue to support targeted major highway investment where required.

Maintenance and Asset Management

There is little point investing in new transport infrastructure without effectively maintaining the current network. Furthermore both planned and reactive maintenance and asset management is vital to ensure safe and efficient movement on the network.

The Council has invested an additional £30million improving the condition of Cheshire East's roads over the last three years through the Highway Investment Programme. Furthermore another £5million is being invested in 2016-2017 in road improvements. This programme utilises laser scanning of the highway to assess its condition and inform the identification and prioritisation of appropriate maintenance works.

Service Redesign and Delivery

The Highway Investment Programme described above is an excellent example of high quality service design providing residents and businesses with investment in the transport network which provides value for money and excellent results. Building on this will require further integration between transport, health, land use planning, and economic development during the life of the LTP.

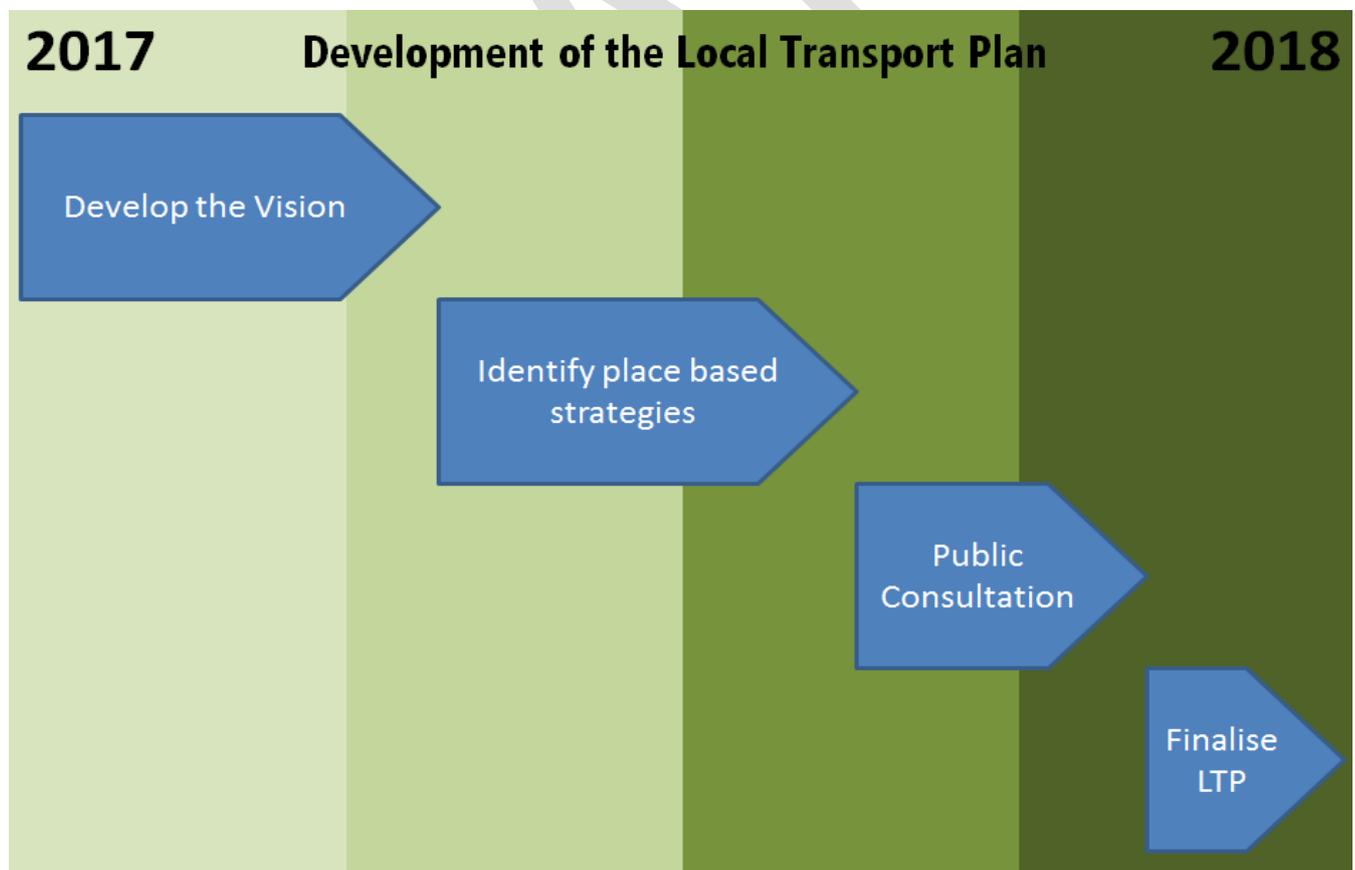
Whereas in some instances the Council can work alone to deliver excellent services, generally service improvements will require better integration between the Council and partners. For example the Council will work with central government and train operating companies to influence the franchise specifications of rail services operating in Cheshire East. Indeed, the recent example of the Northern rail refranchise shows that significant improvements can be brought about by effective advocacy. Likewise we need to work closely with bus operators to prioritise bus services and ensure they connect as many people and are as efficient and equitable as possible in light of reduced Council budgets for supported bus services.

6 Next Steps

This document is the first step in the production of Cheshire East's new LTP. It sets out the vision for transport which will guide the development of the LTP and its focus over the next five years. However, in developing this vision a longer term view is also needed to prepare the Borough for major transport investment such as HS2 which with its anticipated arrival in Crewe in 2027 will bring benefits further in to the future.

We will now reflect on the vision for transport identified in this document as well as the evidence base that has been developed to develop a place based LTP strategy development. This will involve working with stakeholders to develop place specific strategies which will identify the overarching transport priorities across the Borough and the type and scale of interventions.

Following development of these place specific strategies stakeholders and the public will be invited to provide feedback on the draft LTP before it is finalised in line with the broad timescales given below.



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Cheshire East Council

Cabinet

Date of Meeting:	12 September 2017
Report of:	Mark Palethorpe, Acting Executive Director of People
Subject/Title:	People Live Well for Longer (Adult Social Care and Public Health Three Year) Commissioning Plan
Portfolio Holder:	Cllr Janet Clowes – Adult Social Care and Integration Cllr Liz Wardlow - Health

1. Report Summary

- 1.1 The purpose of this report is to ask Cabinet to endorse the Adult Social Care and Public Health Three Year Commissioning Plan (2017/2020), entitled People Living Well for Longer.
- 1.2 Our vision is for responsive and modern care and support in Cheshire East promoting people's independence, choice and wellbeing. We will, through People *Live Well for Longer*, enable people to live well, prevent ill health and postpone the need for care and support. This puts people in control of their lives so they can pursue opportunities, including education and employment, and realise their full potential.
- 1.3 The three year commissioning plan enables Cheshire East residents as a population, to understand how important resources are in the delivery of preventative change over the next three years, working with a wide range of private and third sector providers, partners from across the health and social care economy, with a specific focus on the voluntary community and faith sector taking a significant role in the delivery of prevention.
- 1.4 Commissioning is the whole process through which Cheshire East Council "As a Commissioning Council" identify and deliver services. It involves ensuring that Cheshire East residents have services in place that are high quality, affordable and value for money.

2. Recommendations

That Cabinet will endorse the People Live Well for Longer (Adult Social Care and Public Health) Three Year Commissioning Plan.

3. Other Options Considered

People Live Well for Longer is a Care Act 2014 requirement under market shaping therefore there is no other option.

4 Reasons for Recommendation

- 4.1 The Directorate requires Cabinet's endorsement to undertake a formal consultation exercise regarding People Live Well for Longer. The Commissioning Plan has been developed to fulfil statutory duties, meet efficiency targets and provide a basis for planning, joint commissioning and delivering Adult Social Care and Public Health preventative services for the next three years.
- 4.2 The views of people who use services and health and social care stakeholders are necessary to inform People Live Well for Longer to determine how best we can collaborate together in the delivery of the plan.

5 Background / Chronology

- 5.1 High-quality, personalised care and support can only be achieved where there is a vibrant, responsive market of service providers with the clear ability to respond to the changing needs of Cheshire East residents. The role of Cheshire East Council is critical in achieving this, through People Live Well for Longer.
- 5.2 The Care Act (2014) introduced new duties for local authorities to facilitate and shape a diverse, sustainable and quality market, emphasising that local authorities have a responsibility for promoting the wellbeing of the whole local population, not just those whose care and support they currently fund.
- 5.3 Post the Care Act (2014), the local authority has been required to move from being an influence on the care market solely through its own purchasing to one where, with providers and people who use services, it seeks to shape, facilitate and support the whole care and support market. This requires a step change in approach for local authorities from a position of 'control' to one of influencing, coproduction and collaboration.
- 5.4 The ambition therefore changed to one that is to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.
- 5.5 This new role underpinned by the Care Act calls for a different understanding of the care and support market therefore the Council is required to set out its adult social care and public health commissioning priorities over the next three years making clear the resources we have available against the changing Cheshire East population of needs.
- 5.6 People Live Well for Longer sets out Cheshire East Council's three years of commissioning priorities supporting the acceleration of adult social care prevention underpinned by clear commissioning principles which support and drive market shaping. The purpose of market shaping is to stimulate a diverse range of appropriate services, both in terms of the types of services and the

types of provider organisation, and ensure the market as a whole remains vibrant and sustainable.

- 5.7 The new approach is based on collaborative commissioning, being an approach that puts people and outcomes at the centre of commissioning and creates stronger relationships between all key stakeholders. It puts greater emphasis on the social costs and benefits of different ways to run services.

6 Wards Affected and Local Ward Members

- 6.1 People Live Well for Longer applies across the whole of Cheshire East Wards.

7 Implications of Recommendation

7.1 Policy Implications

This report for Cabinet outlines the national requirements for the implementation of the Care Act 2014 which puts market development on a statutory footing, supports the delivery of the outcomes set out in the Corporate Plan and empowers all adults to Live Well for Longer.

In this challenging financial context the successful implementation of People Live Well for Longer is a key component to supporting the financial position of the Council in addition to the undoubted benefits that will accrue from the development of a diverse, effective and high quality local adult care market which is geared more towards supporting people to manage their own care through personalisation, early help and prevention of needs escalating, therefore there are no policy implications.

People Live Well for Longer enables the council to respond to the changing needs of people and ensures we can meet the requirements underpinned by the corporate plan outcomes as detailed below:

Outcome 1 – Our local communities are strong and supportive.

- ✓ Individuals and families are self – reliant, taking personal responsibility for their quality of life.
- ✓ Communities are cohesive, with a strong sense of neighbourliness.
- ✓ There is genuine civic pride and mutual respect.
- ✓ Joint commissioning has a significant role in working with communities and a wide range of partners in ensuring people do feel part of the community where they live.

Outcome 2 – Cheshire East has a strong and resilient economy.

- ✓ Care and health work will be sustainably rewarded with recognition, investment, business support and guidance to ensure that good quality care really does pay in Cheshire East.
- ✓ The one in five people who work in care and health feel valued, acting as ambassadors encouraging others to choose care careers.
- ✓ There is a stable and innovative care economy.
- ✓ Care providers are rewarded for delivering person centric outcomes.
- ✓ Joint commissioning has a significant role in ensuring that local plans support a robust and strong care career path that builds the best foundations in the retention of care staff.

Outcome 3 – People have the life skills and education they need in order to thrive.

- ✓ Whilst the focus on the outcome is in supporting children and younger people, we see great importance in adults throughout their life having the opportunity to learn and to continue to develop their life skills through access to supported employment opportunities.
- ✓ Joint Commissioning has a role to play in ensuring people are supported into employment.

Outcome 5 – People Live Well for Longer.

- ✓ Local people have healthily lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early interventions and physical health and mental wellbeing.
- ✓ Joint commissioning has a significant role to play in ensuring the market can respond to people's changing needs and expectations.

National Policy - underpinning the development of prevention and community supporting people accessing health and care services including carers are defined under the Health and Social Care Act 2012, The Mental Health Act, The Care Act 2014 and Transforming the NHS.

Partnership Policy is being developed with the South Cheshire Clinical Commissioning Group through the Connecting Care Programme and Eastern Cheshire Clinical Commissioning Group through the Caring Together Programme with a clear focus on prevention and community integration.

7.2 Legal Implications

It is a Care Act 2014 requirement that local authorities provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute to the prevention or delay the developing by adults in its area of needs for care and support and which will reduce the needs for care and support of adults in its area. This duty also applies to carers in its area.

If the Council does not have a plan in place to meet this statutory duty it is at significant risk of legal challenge.

7.3 Financial Implications

The scale of the financial challenges that the Council faces means that we need to reduce the transactional costs for the Council and the sector and bring even greater focus on efficiency, value for money, clear and measurable outcomes and partnership working.

People Live Well for Longer sets out the financial position regarding Adult Social Care funds now and looking forward against the Council's increased demand with a key focus on working in a Pan Cheshire way drawing both resources and skills together in the design of services looking forward.

7.4 Equality Implications

In making its decision, officers must have regard the public sector equality duty (section 149 Equality Act 2010), which places a duty on the Council, in the exercise of its functions, to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a "protected characteristic" and those who do not, and foster good relations between persons who share a "protected characteristic" and those who do not.

There are no specific equality implications and due regard has been taken to our Equality Duty.

The scope of People Live Well for Longer covers how we will ensure that the views of groups with protected characteristics are afforded due regard in influencing strategy, policy and service delivery.

7.5 Rural Community Implications

People Live Well for Longer and its recommendations of this report have a significant positive impact on rural communities and are intended to raise standards of community support across partners and when working with a wide range of provider to address any gaps in market.

7.6 Human Resources Implications

There are no specific HR implications.

7.6 Public Health Implications

Public Health were consulted in the development of People Live Well for Longer and will influence commissioning plans by the best use of joint commissioning resources and in continuing to utilise the joint strategic needs assessment.

7.7 Other Implications

An underpinning purpose of the commissioning plan will be to review current commissioning services and some council internal services.

It recognises that while the council and our partners need to adjust to a world where public funding is reducing dramatically we need to develop a stronger working relationship with the third sector and wider community assets across Cheshire East to meet the significant challenges that we face.

8 Risk Management

8.1 A comprehensive adult social care and commissioning with care providers Risk Assessment has been undertaken and will continue to be reviewed.

8.2 Consultation Next steps

The document will go through the following consultation processes:

Corporate Leadership Team (CLT)	10 th May 2017
Informal Cabinet	16 th May 2017
Consultation	19 th & 21 st June 2017
Health, Social Care and Communities Overview and Scrutiny Committee	15 th June 2017
Health and Wellbeing Board	25 th July 2017
Cabinet	12 th September 2017

9 Access to Information/Bibliography

Appendix 1 – People Live Well for Longer – Adult Social Care and Public Health Three Year Commissioning Plan.

10 Contact Information

Contact details for this report are as follows:-

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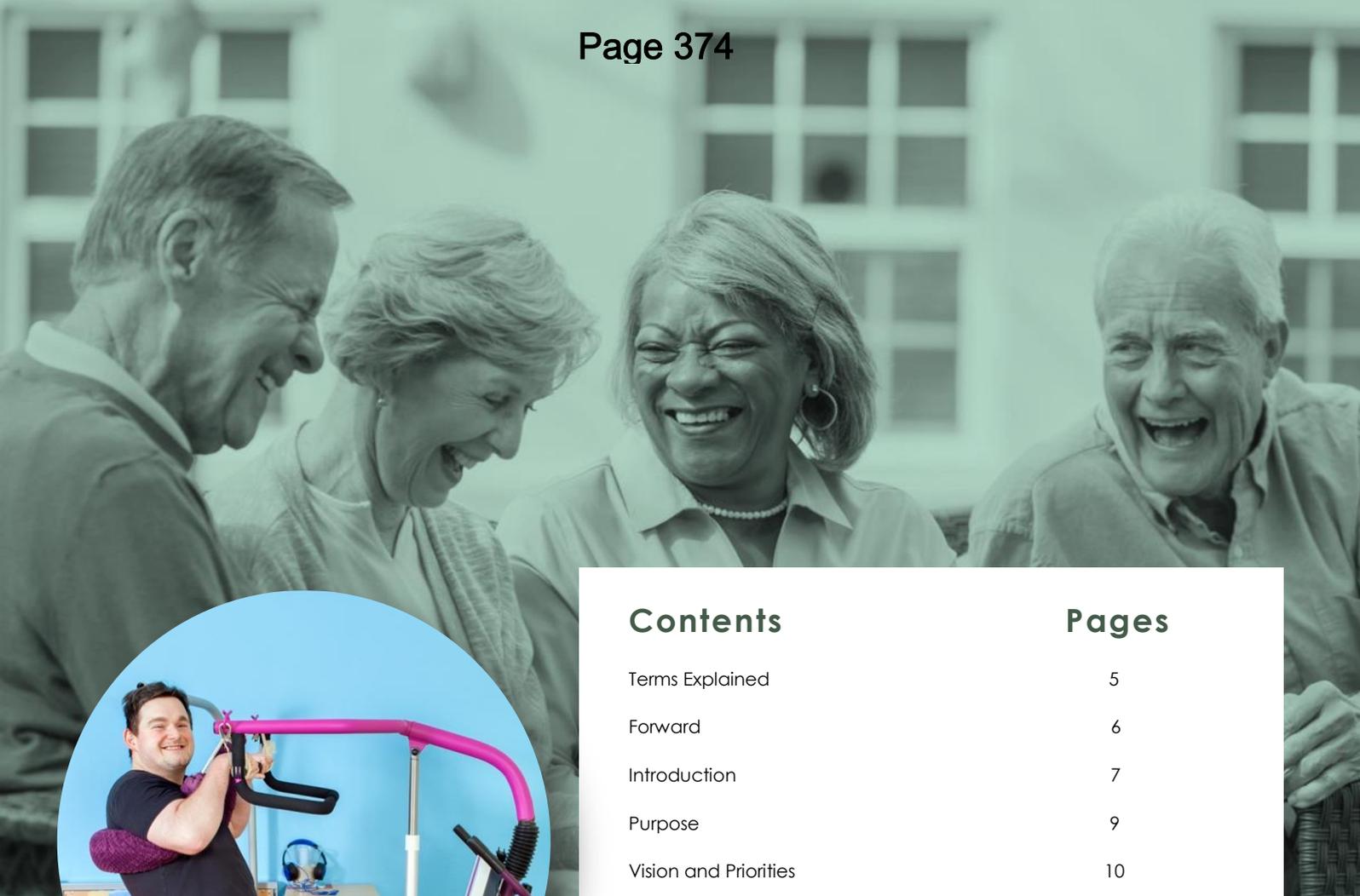
People live well, for longer

The way to excellent care and support for Adults in
Cheshire East

Commissioning Plan

2017-2020





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People Live Well for Longer

Community



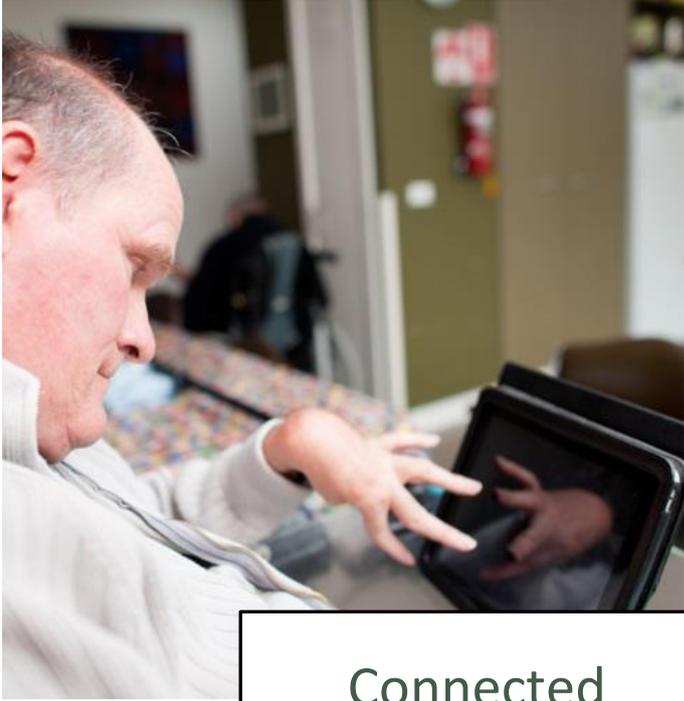
Safe



Healthy



Connected



Terms Explained

We have tried to make this document as jargon free and easy to read as possible. So we have not shortened any words and will explain any terms that we use in yellow boxes like this:

People

When we use the word **People** in this document, we are talking about people who need care and support who access services.

Residents

When we talk about **Residents**, we are talking about everyone who lives in Cheshire East.

Commissioning

When we talk about **Commissioning** we are talking about how the Council decides to use resources in meeting people's needs for care and support.

Adult Social Care

When we talk about **Adult Social Care** we are talking about care and practice support people may need in ensuring they can remain independent longer.

Safeguarding People

When we talk about **Safeguarding People**, we are talking about the Council Policy to ensure people can live safely, free from harm and abuse.

Public Health

When we talk about **Public Health**, we are talking about the Councils responsibility to ensure that the health needs of Cheshire East residents are understood and supported.

Clinical Commissioning Group

When we talk about **Clinical Commissioning Group (CCG)** we are talking about the commissioners who work for the National Health Service and who are responsible for clinical commissioning.

Market Position Statement

When we talk about **Market Position Statement** we are talking about this document that ensures providers of care understand the work we are undertaking in meeting any known gaps in service.

Forward



Portfolio Holder

Portfolio Holders are the local politicians (councillors) who are members of the cabinet. Each cabinet member has a portfolio for which they are accountable such as health and social care or finance

People live well, for longer describes our adult social care and health commissioning intentions for the next three years.

It sets out how we will:

- ✓ Focus on early help and prevention to help avoid problems developing.
- ✓ Put in place new, more cost effective approaches to delivering adult social care.
- ✓ Work with key partners to provide more integrated health and social care.
- ✓ Reduce demand and release resources for those who most need them.

Cheshire East Council continues to prioritise adult social care and health integration, whilst continuing to balance the budget in the medium financial term. The Council works with a wide range of National Health Service partners to protect social care whilst making the necessary savings, delivered by a range of service redesign plans that will support **People live well, for longer**.

Councillor Janet Clowes

Portfolio Holder: Adult Social Care and Integration

Cheshire East Council has continued to prioritise social care and is investing additional resources to meet the demands on the service and continuing to balance the budget in the medium term, the council is working with NHS partners to protect social care services whilst making the necessary budget savings driven through a range of service redesign plans to support people to remain at home longer.

This is our adult social care policy framework for the next three years. It sets out how we will:

- focus on preventive services which help to avoid problems from getting worse
- put in place a new, more cost effective approaches to delivering adult social care
- manage our finances in meeting Cheshire east population of need
- work with key partners to provide more joined up health and social care
- reduce demand and free up resources for those who most need them

Introduction



Cheshire East Council will make the best use of resources to commission and provide excellent care and support in meeting the assessed needs of Cheshire East adult population.

We will work with people receiving care, people caring for them and the organisations providing care including the third sector, so that people can live well, for longer.

We want to make a positive difference in the lives of people and formal carers in ensuring people can remain as independent as possible in their own home.

This commissioning plan describes the changes and improvements we plan to make to care and support services over 2017 to 2020.

The Care Act 2014 placed new duties on local authorities to facilitate and shape the local market for adult social care in ensuring integrated care is delivered closer to home, offering people more choice.

We recognise that the health and care needs of residents are changing and people have higher expectations regarding quality of care, including wanting an independent life with more control and more opportunity.

We will help people to connect with their local communities and support self care wherever we can. Self-care is focused on people being able to retain choice and independence in their life in their own home, supporting people to find the best solutions for improved health and wellbeing.

Like many local authorities, we face financial pressures and we will actively work to ensure best value is achieved, making the most of all our resources to meet today's needs and prevent tomorrow's from increasing by delivering ***People Live Well for Longer.***

Mark Palethorpe

Strategic Director

Adult Social Care and Health



Purpose

The purpose of the commissioning plan is to describe how, as a developing, commissioning council we intend to shape services in Cheshire East from 2017 to 2020.

We will work closely with our National Health Service (NHS) partners to improve the health and social care system, working to shape services wherever possible in a “Pan Cheshire” way.

When we say **Pan Cheshire** we mean working with Cheshire West and wider Councils and health partners across Cheshire, with a clear focus on people and prevention, a Cheshire First approach.

From this document each commissioning work stream will develop a detailed project delivery plan that will show how our vision, principles and priorities are set out and will be delivered in Cheshire East working with our local delivery enablers.

When we say **Enablers** we are talking about the people and partners that must be included in our plans in order that the plans are successful and we achieve the desired outcomes.

The Council is fully committed to working with partners from across Cheshire East charitable, voluntary and faith services in the continued drive to deliver early help and prevention.

The commissioning plan provides information and context that underpins local services:

- Our Local Population
An overview of the population of Cheshire East and the current and future forecast of need.
- Our Partnership Arrangements
The local partners that we work with to commission and deliver local services in meeting people’s assessed needs.

- Our Financial Context
Information on our financial position and how this will change by 2020.
- National Policy
A summary of relevant legislation that influences how we commission services now and in the future.

Our key focus over the next three years is to continue to develop a strong and integrated health and social care economy, that can respond to the changing needs of people and in firmly embedding “making safeguarding personal” in everything we do.

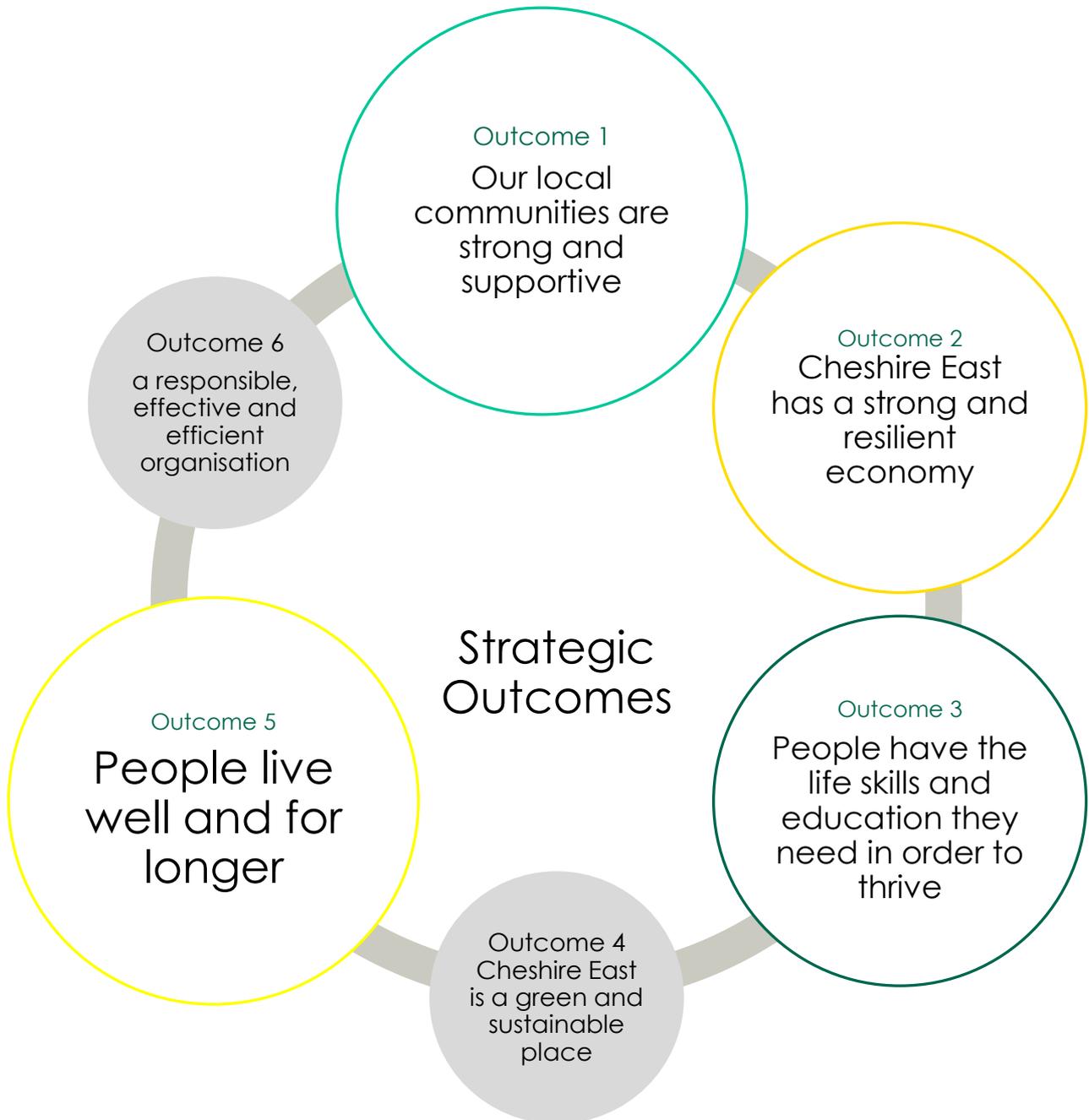
This includes improved dialogue with a wide range of providers and partners, identifying efficiencies from service redesign, opportunities and innovative solutions that will enable commissioners to base purchasing decisions on evidence of what works for people, with people.

The Cheshire East Cabinet unit, together with Executive Directors, Directors and Heads of Service work to establish the most appropriate ways of providing services ensuring that commissioning remains everyone’s business through our corporate core activity.



Our Vision and Priorities

Our vision and priorities are based on Cheshire East Council's Corporate Plan. This outlines six priority outcomes to be delivered from 2017 to 2020, as shown below.



The Outcomes relevant to this plan are detailed below.

Our Outcomes

Outcome 1 – Our local communities are strong and supportive.

- ✓ Individuals and families are self – reliant, taking personal responsibility for their quality of life.
- ✓ Communities are cohesive, with a strong sense of neighbourliness.
- ✓ There is genuine civic pride and mutual respect.
- ✓ Joint commissioning has a significant role in working with communities and a wide range of partners in ensuring people do feel part of the community where they live. Joint Commissioning has a role to play in ensuring that adults who are at risk feel safe in their own home and that they have the right information to reduce any risk of harm.

Outcome 2 – Cheshire East has a strong and resilient economy.

- ✓ Care and health work will be sustainably rewarded with recognition, investment, business support and guidance to ensure that good quality care really does pay in Cheshire East.
- ✓ The one in five people who work in care and health feel valued, acting as ambassadors encouraging others to choose care careers.
- ✓ There is a stable and innovative care economy.
- ✓ Care providers are rewarded for delivering person centred outcomes.
- ✓ Joint commissioning has a significant role to play in ensuring that local plans support a robust and strong care career path that builds the best foundations in the retention of care

staff and in ensuring that safeguarding is made personal, and that providers are accountable for safe care.

Outcome 3 – People have the life skills and education they need in order to thrive.

- ✓ Whilst the focus on the outcome is in supporting children and younger people, we see great importance in adults throughout their life having the opportunity to learn and to continue to develop their life skills through access to supported employment opportunities.
- ✓ Joint commissioning has a role to play in ensuring people are supported into employment and that employers adopt “making safeguarding personal”.

Outcome 5 – People Live Well for Longer.

- ✓ Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early interventions and physical health and mental wellbeing.
- ✓ Joint commissioning has a significant role to play in ensuring the market can respond to people's changing needs, aspirations and expectations.

When we say **Joint Commissioning** we are talking about commissioning in partnership with National Health Service Clinical Commissioner's and with wider local authorities, all with an invested interest in prevention and safe care.

Our 2020 Ambition

Information & Advice Hub

The new hub is available to all and supports people to find Information and advice about a vast range of issues. The hub offers great support to people in a way that suits people's individual needs, be it face to face, by telephone or telephone app.

Local Area Co-ordinators

The Councils local area coordinators are the missing link between community services and people who need care and support, connecting people with social and community support services.

Dementia Reablement

Dementia Reablement provides flexible, intensive support to individuals, their families and carers who are living with early stage dementia.

It is currently estimated that in Cheshire East 6000 people have some form of dementia. In 2015/2016 over 650 referrals (over 10% of this population) were made to the Dementia Reablement service.

Care Services Directory

Now in its third year the Cheshire East Care Services Directory has doubled its print run from 4000 to 8000 which will be available across Cheshire East.

The directory is available online, demonstrating our commitment to ensuring people have access to the information people need and in the way people want to access information.

Dementia

Dementia describes a group of symptoms associated with a progressive decline of brain functions, such as memory,

understanding, judgement, language and thinking. The most common form of dementia is Alzheimer's disease. People with dementia are at an increased risk of physical health problems and become increasingly dependent on health and social care services and on other people.

Cheshire Care Record

Doctors and social workers, occupational therapists and A&E nurses, can see an overview of people's care and health information if the person gives consent. This is so people only need to tell their story once. With over 300 people per month being registered by social care professionals in Cheshire East, the care record is already making a significant difference by enabling people to experience seamless care, removing unnecessary duplication.

Care Record

Someone's care record is their own care and support story. With your permission, it can include social care and health, and even information from other organisations such as charities and community support. If you choose not to share your information with professionals involved in your care, your choice will always be respected

Equipping people for life

The council has negotiated a better deal for accessing community support equipment with a range of providers through our recent purchasing exercise. Other local authorities are interested in joining the new framework because of its efficiency and effectiveness in ensuring people have the community equipment they need to remain independent in their own home.

Our 2020 Ambition

Adult Social Care Online

The new website pages on cheshireeast.gov.uk provides information through an easy to find website, enabling people, carers and families to take control of, and make well-informed choices about their care and support. The information helps to promote people's wellbeing by increasing their ability to exercise choice and control; it is a vital component of preventing or delaying people's need for formal care and support. Cheshire East Council adult social care webpages were awarded the maximum score by Independent Age in their recent survey 2016/17.

Advocacy Hub

People who need help with navigating the care system can now use our new Advocacy Hub which provides a single point of access for all statutory independent advocacy services across East and West Cheshire.

Advocacy means getting support from another person to help you express your views and wishes, and to help make sure your voice is heard. Someone who helps you in this way is called your advocate.

Ref - Mind

Joint Quality Assurance Team

We understand that when we or someone close needs care and support, we expect the person or place providing that care to be safe, professional and rigorously scrutinised. Our joint quality assurance team, supported by Clinical Commissioning Groups and the Care Quality Commission, visits care providers at least once a year and when responding to peoples concerns.

The joint quality assurance team also work in a preventative way – offering providers advice and support regarding how they can implement best practice, so as to retain standards of service.

Our local registered care provision in Cheshire East is rated above average for the Cheshire and Merseyside region (CQC), and we remain proud that people accessing services share their experiences with us.

Recovery based accommodation

Recovery Based Accommodation provides a safe temporary home to enable people without accommodation and currently using alcohol or other substances in an uncontrolled manner to recover to the point where they can start to work towards maintaining an independent tenancy. This service has been successful in reducing homelessness, improving health and wellbeing for many people, and enabling people to then go on to secure longer term accommodation with support.

Working in Positive Partnership

We have continued to see the value in working in positive partnership regarding the quality monitoring of services. Adult social care professionals working with operational commissioners have continued to prioritise safe care in terms of ensuring providers are supported to retain the best standards of care and in working with the Care Quality Commission.

Our 2020 Ambition

Public Health and Communities - You decide

Local communities in Cheshire East were given the power to decide how a one off fund of £400,000 should be spent to improve local public health outcomes.

Examples of community based assets, which were voted for at a local level by residents and communities include:

- ✓ Volunteer led peer support groups/mutual aid to support people to prevent harmful drinking and maintain recovery from alcohol;
- ✓ A Computer Group for disabled people to increase computer skills and knowledge to enable people to access information online, to prevent loneliness, social isolation and promote, mental health and wellbeing;
- ✓ A project to help young people aged 16-25 to improve their emotional health and wellbeing through support, motivation, increased physical activity and improved healthy eating, which aims to prevent obesity and mental health issues from developing.
- ✓ A Dance project for older people to increase physical activity and to prevent social isolation, loneliness and mental ill health. Sessions will vary from wider community dance sessions to targeted dementia sessions;
- ✓ Volunteer led support network for LGBT people to prevent social isolation, loneliness and improve mental health and wellbeing.
- ✓ The development of a Deafness & Dementia Cafe which will have a focus on supporting people with dementia and their Carers. Sessions will focus on health and wellbeing through a number of workshops such as healthy eating, exercise classes and improving mental health.
- ✓ Local Healthwatch role is to listen to and interpret the opinions of local people and then use this information to influence the delivery and design local services, drawing on people's direct experience of health and social care services.
- ✓ Local Healthwatch shares with Healthwatch England its ambition to achieve the best health and care services that are shaped by local needs and experiences. Healthwatch works toward this ambition in championing fairness and equal access and treatment, making sure they are at all times representative of the whole community and local needs, rooted in the evidence of local experiences and accountable, ultimately, to local people.
- ✓ Our local Accounts that we publish each year ensure people are aware of the progress we have made against target resources and key priorities, enabling Cheshire East residents to understand how important resources are being used.
- ✓ We are developing the improved integration of Public Health and Adult Social Care Commissioning. This will ensure we use our resources in the best way to commission services that meet the needs of our adult populations and when developing younger peoples transition to adult services.
- ✓ In addition we are also working towards the integration of our safeguarding adults services into Adult Social Care and Public Health commissioning. This will ensure that by working together in this way, our services will provide robust quality monitoring and prevent harm.

Our 2020 Ambition

Our ambition is based on understanding how the Cheshire East market will change, the financial challenges we face and changes in national and local policy across adult's health and social care, whilst continuing to respond to the changing needs of the population of Cheshire East.

In the near future, there will be a more diverse market both in terms of the range of providers who will deliver more self enabling models of care, (including third sector enterprises, community interest ventures) and user-led organisations, all designed to support people to remain at home longer, reducing the need to access longer term health and care services.

The unifying factor will be a relentless focus on preventative outcomes supporting people to access the Cheshire East adult social care pathway. This will be supported through continued joint working with housing, health, social care and wider community groups, which will ensure support is based on knowing people's strengths first, and which will be increasingly integrated at the point of delivery from the person's own home, working in positive partnerships with Clinical Commissioning Groups, through local delivery plans.

There will be a new level of transparency as providers will be visible on the Cheshire East Live Well e-Marketplace. The relationship between the market and Cheshire East Council will involve less direct purchasing and an increased brokerage role, supporting and helping people find and buy the care they need.



Live Well Cheshire East is a new online resource developed by the Council launched this Spring, giving residents choice and control of available services and information on:

- Staying healthy
- Community activities
- Living independently
- Care and Support for Adults
- Care and Support for children
- Local offer for special educational needs and disability
- Education and employment

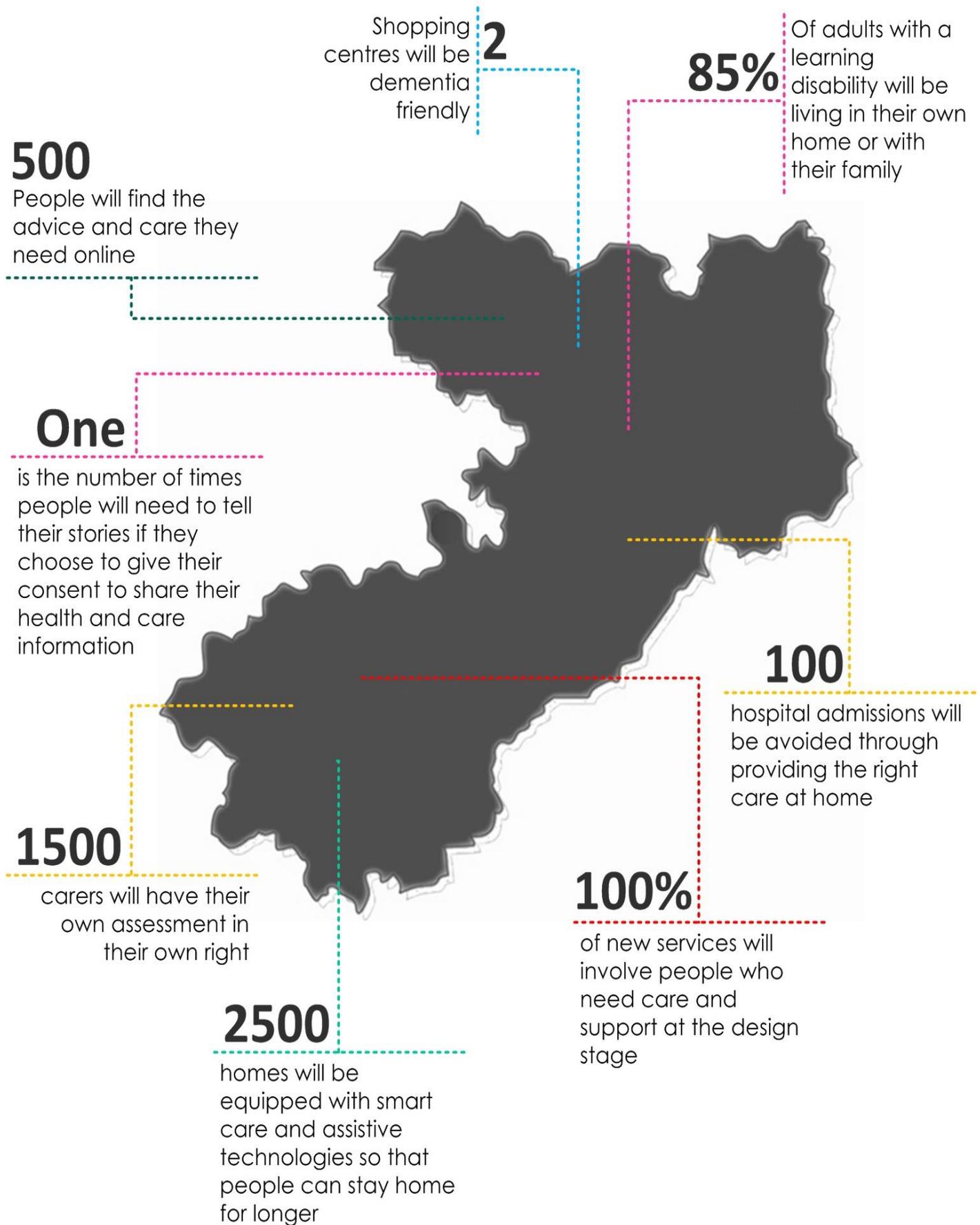


Live Well is a platform the Council will build on further providing self assessment of care needs, and people portals linking services to people.

Residents will be able to access Live Well via the dedicated 'live well' web address.

<http://www.cheshireeast.gov.uk/livewell/livewell.aspx>

Our 2020 Ambition

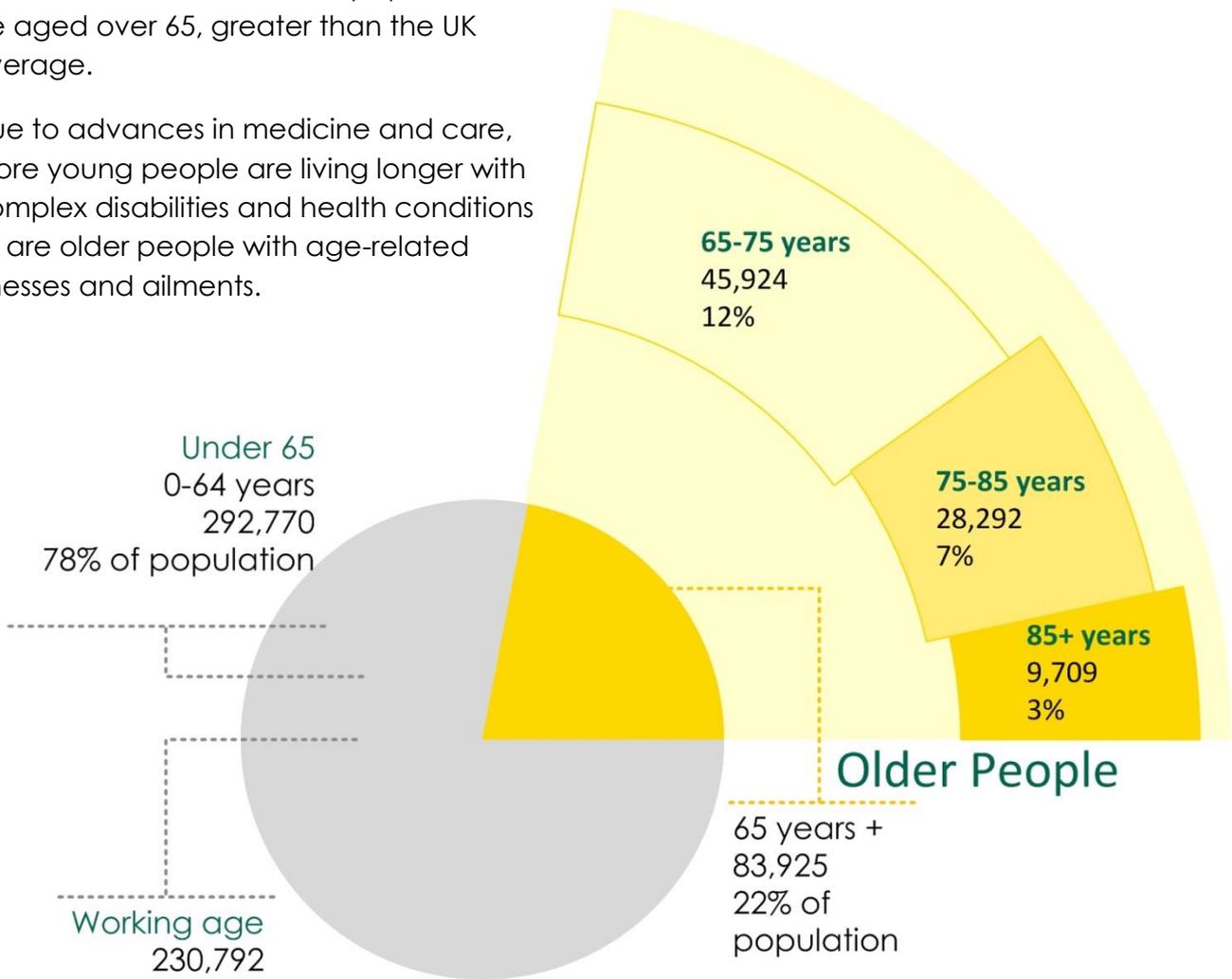


Our Local Population

Cheshire East has an ageing population which means that there is a significant increase in the number of people in the older age groups, and a decrease in the number in the younger age groups. By 2020, over a quarter of the Cheshire East population will be aged over 65, greater than the UK average.

Due to advances in medicine and care, more young people are living longer with complex disabilities and health conditions as are older people with age-related illnesses and ailments.

Our challenge is to make sure that people live well and for longer and that we have the right service in place to respond to peoples changing needs and expectations.



Almost one in five people who live in Cheshire East is over the age of 65



Just over one in ten people who live in Cheshire East is over the age of 75

People are living for longer

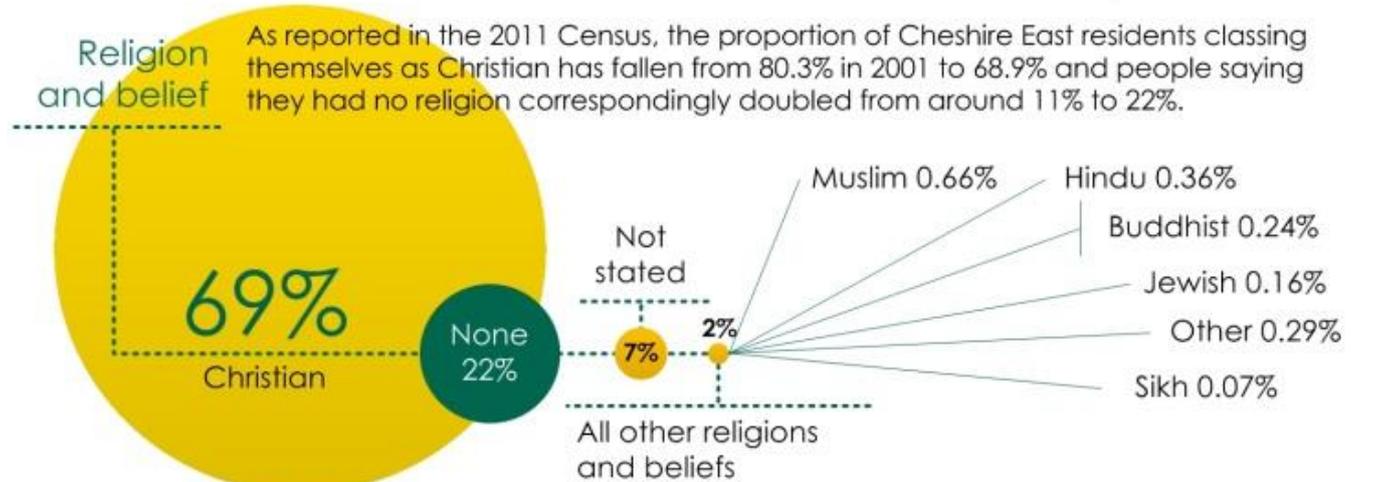
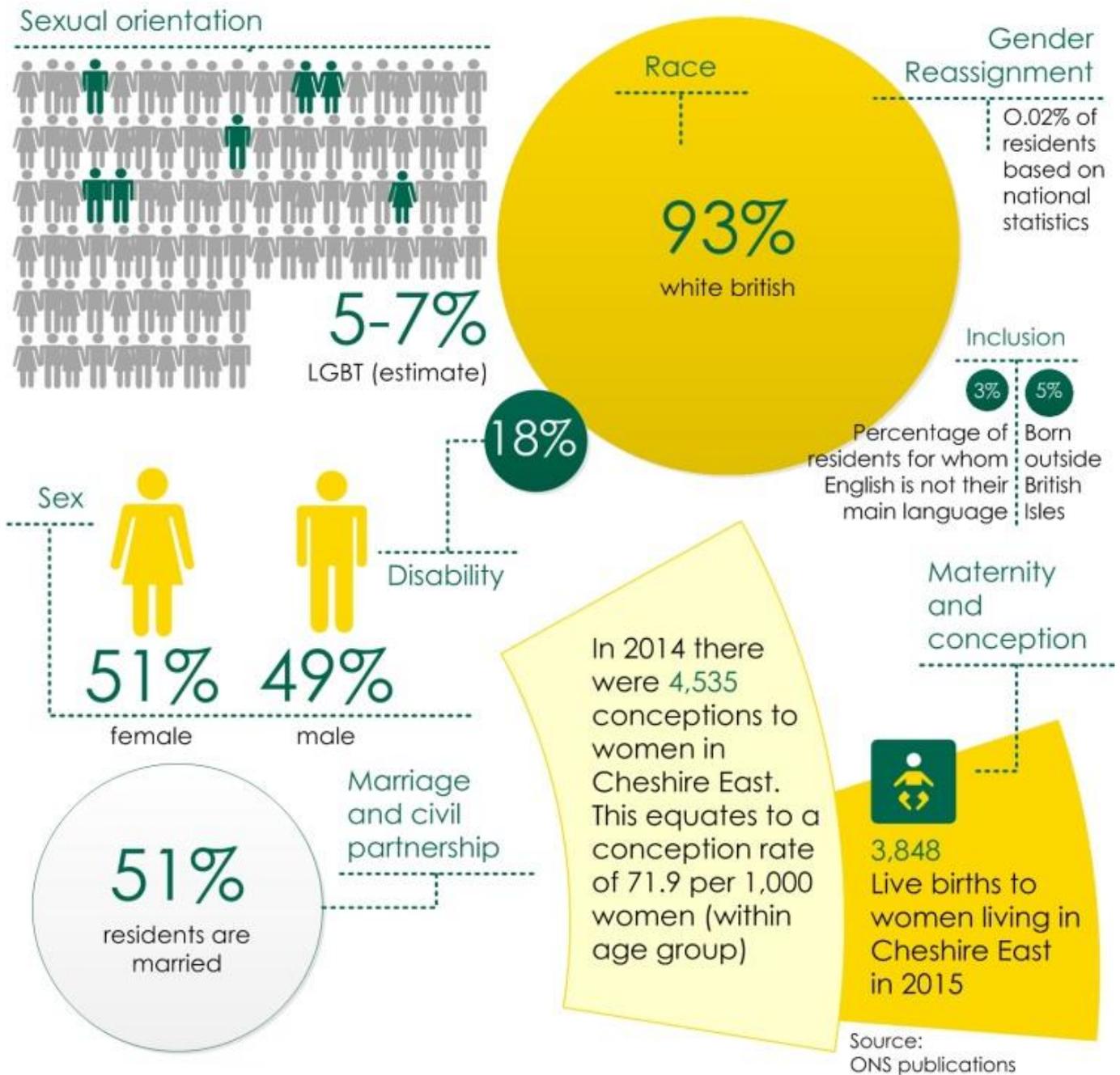


Average female life expectancy of
83.8
years



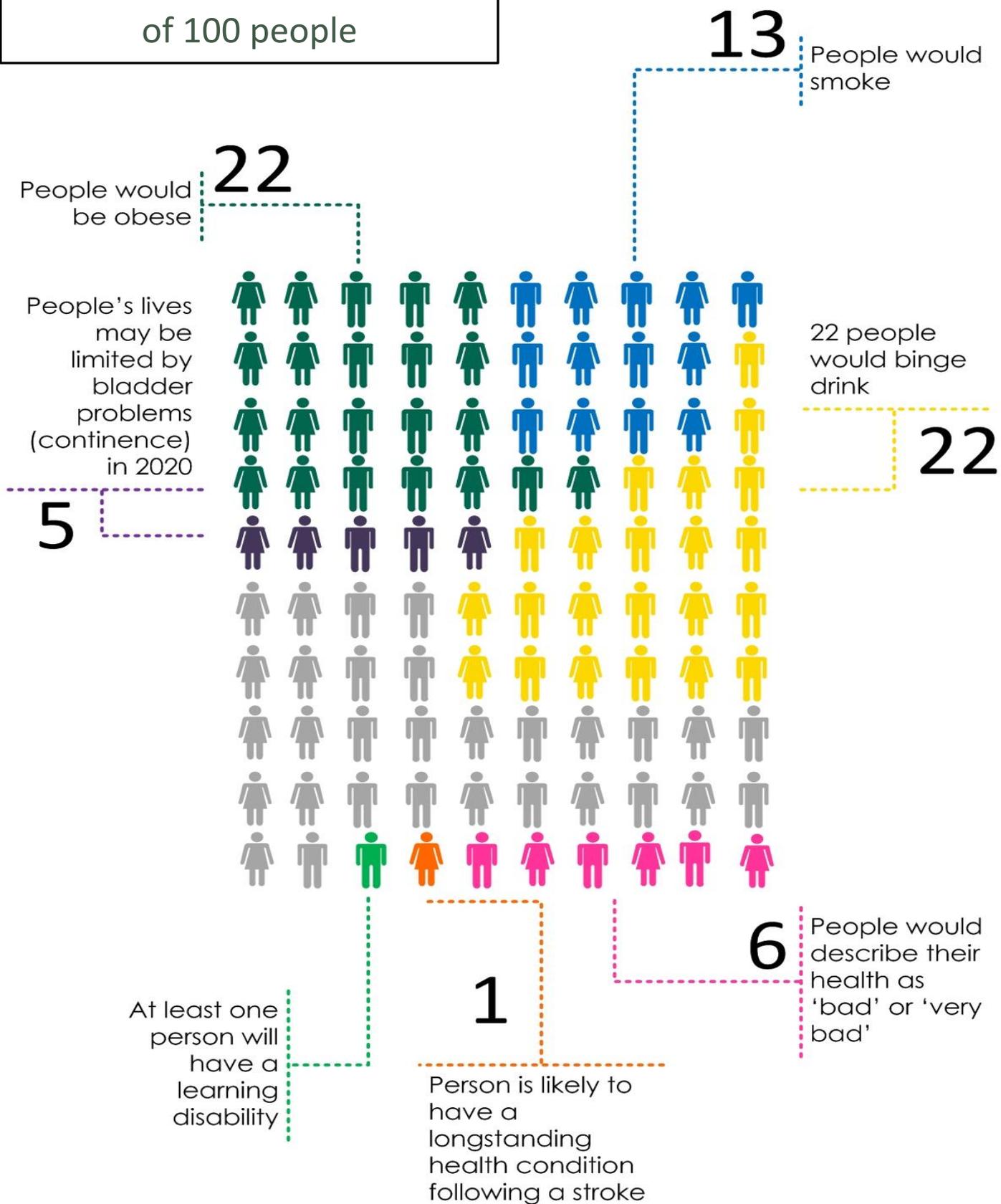
Average male life expectancy of
80.4
years

Our Local Population



Our Local Population

If Cheshire East was a village of 100 people



Our Local Population

Public Health

Life Expectancy - Life expectancy in Cheshire East is higher than for the region (North West) and nationally (England). For females it is 83.8 years, compared to 81.9 years in the North West and 83.2 years nationally.

What people think about their own health - Cheshire East Council's Citizens Panel shows us that 72% of people described their general health as "good or very good" and 6% described it as "bad or very bad".

Smoking - Smoking prevalence rates are the lowest in the North West. An estimated 12.5% of the adult population are current smokers, lower than the North West (18.6) and England (16.9).

Obesity - In Cheshire East 22% of all adults are obese, slightly lower than nationally at 24%.

Binge drinking - Rates of binge drinking are actually higher than the national average. Across Cheshire East as a whole, an estimated 22.3% of adults do binge drink, higher than the England average (20.1%). Rates range from 16.6% in Adlington and Prestbury to over 30% in the town centre of Macclesfield.

Dementia - As the prevalence of dementia increases with age, the number of older people with dementia is anticipated to increase by 28% by 2020.

Carers - The latest census evidenced that between 2001 and 2011 the number of people providing unpaid care increased by 0.62%.

As at 2011 the number of people providing unpaid care was 18,330 which equates to nearly 5% of the local population.

The Council has now implemented its Carers Strategy and Plan with a wide range of partners and will ensure more formal carers are assessed. We welcome the support of Cheshire East Carers Group to support the Council in the future design of services.

Mental Health – The Adult Psychiatric Survey 2014 identified that nationally, 1 in 6 of the adult population (17%) had a common mental disorder, 20% of the female population and 13% of the males. 37% of those were current users of mental health services.

Autism – It is estimated (November 2016) that there may be some 2500 adults (18 to 64) in Cheshire East with Autistic Spectrum Disorder. In addition there could be nearly 900 over 65 year olds with the condition.

Learning disabilities – The 2014 – 2015 Public Health Profile identifies 1142 people of all ages in Cheshire East with learning disabilities.

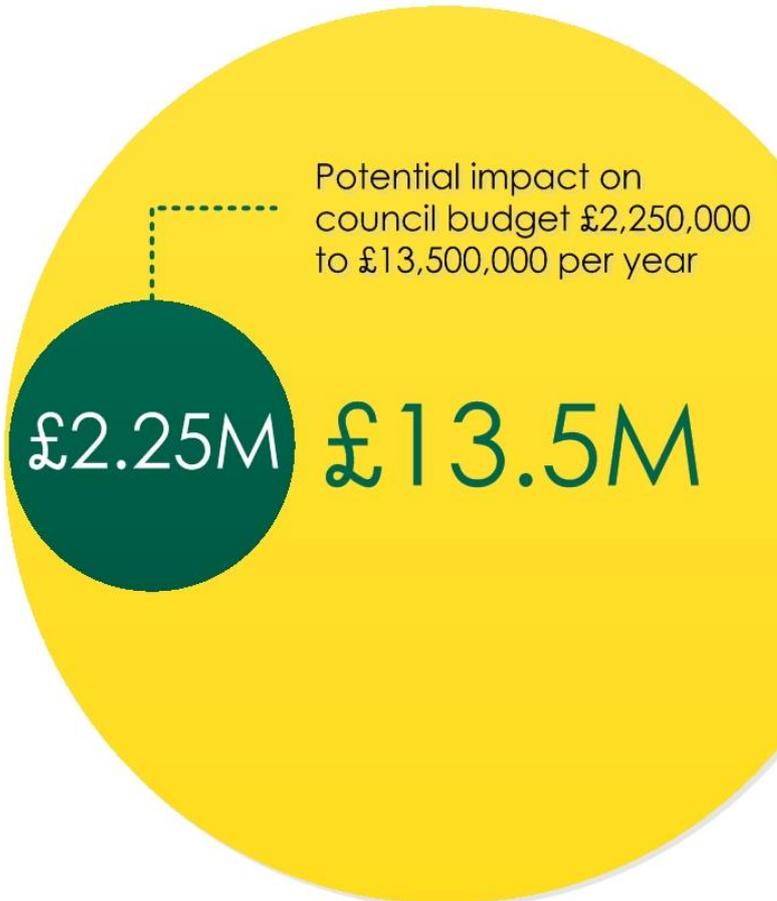
Public Health commissioning will integrate with adult social care commissioning and play an important role in influencing commissioning plans.

Our Local Population

90

90 young people aged between 14 – 18 with a complex disability who will be transitioning to adult social care during the next three years

Average care package ranges between £25,000 and £150,000 per year



Potential impact on council budget £2,250,000 to £13,500,000 per year

The population of Cheshire East is about:

379,695

83,900

Older people living in Cheshire East (65+)

Estimates suggest that in 2012 5,234 (6%) older people were living with dementia and 33,154 (40%) with a limiting long term illness.



The population of Cheshire East is forecast to grow modestly over the next 30 years rising from 362,700 in 2009 to 384,000 in 2029, however, the age structure of the population is forecast to change significantly with a 8% reduction in young people (0-15), a 12% reduction in working age people (16-59 Female, 16-64 Male) and a 42% increase in

Our Local Population

people of retirement age (60/65+), with the number of older people (85+) increasing by around 92%.

Emerging Trends

What people say

Services more than ever are focusing on self-directed support. Residents increasingly want to be in charge of their own support and care and be able to make informed choices based on easily accessible, comprehensive information and advice. People want high quality services that are affordable and offer good value.

Reducing social isolation

Cheshire East supports vulnerable people aged over 70 in their own home across geographic ally isolated areas and we want to tackle social isolation head on through improved community networks. By connecting people to their communities, we recognise that for many this will increase self-confidence, enabling them to play an active citizen role and improve their overall physical and mental health and wellbeing.

Increasing the number of people enabled to live at home independently

Cheshire East has above the national and local average number of people who receive reablement. Where reablement is provided, the outcomes are positive and we want to continue to develop alternatives to longer term healthcare services.

Less people going to hospital

There is an ongoing pressure to ensure that people are better supported by health and care partners to reduce the number of unnecessary admissions to hospital. We work with both NHS Provider Trusts and Clinical Commissioning Groups in order to implement the national best practice.

Specialist housing, extra care housing and supported living
Due to the increasing ageing population and the expectation of people to retain their independence, there is a growing need for specialist housing for older people and people with learning disabilities, physical disabilities and mental health conditions (all age groups); in addition, there is a particular need for specialist housing support / accommodation for young people transitioning from children's to adult services. We aim to support people at home or through specialist housing provision where possible and reduce the number of people moving into residential care.

Nursing home care

There are over 2596 nursing home beds across Cheshire East and a number of new care homes are opening in the near future in Crewe; however there is a shortage of specialist provision to meet higher, more complex healthcare needs such as late stage dementia and acute mental health conditions in quality nursing care beds that are affordable.

People with Autism

There is a need for increased services for people on the autistic spectrum, in particular for people with more challenging behaviours who need highly skilled staff to ensure they remain independent at home.

People with multiple complex healthcare needs

There is a lack of adequate services for people who have learning disabilities as well as physical disabilities and people with learning disabilities whose needs are related to ageing.

When we say people with more **complex care** needs we are talking about a person who has multiple health and care need, who is receiving multiple services.

Partnerships

Developing relationships with local partners is essential to create good quality and safe services that offer real choice in the type of care people want and expect. We expect all services (both Council provided and those externally commissioned), to operate within a philosophy of promoting independence, and accelerating prevention, whatever the need and whatever the circumstances. At every stage throughout the adult social care pathway, people will be supported to retain / improve their independence and wellbeing.

We are committed to working together to enable people to live more independent and healthier lives by giving people greater choice and control, maximising their health and social support systems, assessing their assets and strengthening support in the community.

We expect partners supporting **People Live Well or Longer** to adopt to the following partnership principles:

- ✓ Work together through joint working arrangements, that best support the residents and people who use services.
- ✓ Promote and engage in prevention, in making a positive difference.
- ✓ Develop the right opportunities to join, understand each other's views about what works well and what does not, so we can continue to improve.
- ✓ Create the right platforms to engage with people, regardless of their needs.

Cheshire East Council works closely with three clinical commissioning groups, Eastern Cheshire Clinical Commissioning Group, South Cheshire Clinical Commissioning Group and Vale Royal Clinical Commissioning Group.

Other key partners include local NHS trusts. We work closely with Mid Cheshire Hospital Foundation Trust, East Cheshire NHS Trust and Cheshire and Wirral Partnership Trust.

The Mid Cheshire Hospitals NHS Foundation Trust operates the hospitals in Crewe (Leighton) and the Victoria Infirmary at Northwich as well as the Elmhurst intermediate care centre in Winsford.

East Cheshire NHS Trust operates hospitals in Congleton, Knutsford and Macclesfield and manages the community services in East Cheshire (formerly known as Cheshire East Community Health to 31 March 2011).

In Safeguarding Adults we work in positive partnership with Cheshire East Police force, Cheshire East Probation Service, Housing, Welfare Support services and also the Care Quality Commission in the review and monitoring of standards of care within care homes and domiciliary care services.

These statutory partners play an important role when quality monitoring services including working with local GP's, Cheshire Healthwatch, wider community support and district nursing services, in ensuring the welfare of vulnerable people is protected.

All partners play a key (operational and strategic role) in ensuring people can remain healthier for longer and independent in their own home. Working together for the greater good of people is a key strategic priority.

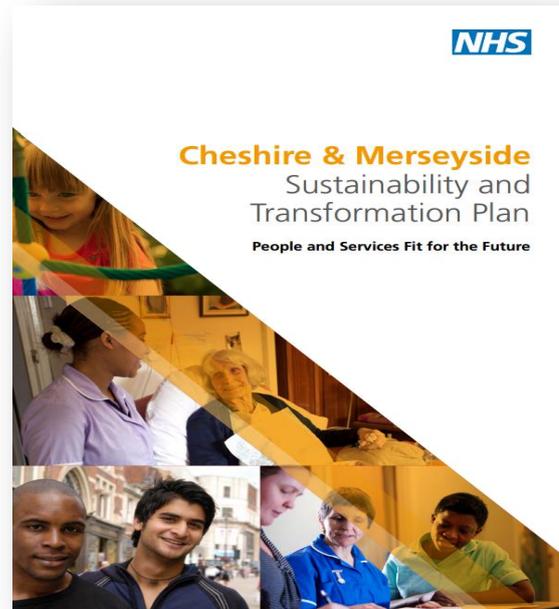
people in their own home through community health and social care teams.

South and Vale Royal Clinical Commissioning Groups' programme is called [Connecting Care](#).

Eastern Clinical Commissioning Group's programme is called [Caring Together](#).

Partnership Local Plans

Sustainability and Transformation Plan
As a key partner in delivering the Sustainable Transformation Plan for Cheshire and Merseyside we will represent Cheshire East residents and people who access adult social care services.



Connecting Care | Caring Together
Cheshire East Council has worked with our local clinical commissioning groups, delivering two transformation programmes implementing joined up care. These are the local plans to improve integration across health and social care, based on the population of needs of people accessing general practice (GP surgeries).
Understanding how we can prevent people entering hospital and long term care, helps social care and health to better support

Making Safeguarding Personal Plan

Cheshire East Safeguarding Board works with a vast range of key partners, focused on Making Safeguarding Personal in everything we do.

We recognise the importance in understanding adults at risk and in ensuring they can remain safe and independent in the choices they make and in working with local independent statutory agencies such as Healthwatch, NHS Independent Complaints Advocacy, Independent Mental Health Advocacy and external brokers who can support people regarding their plan of

need.



We All Value, A Sense of Community and Wellbeing

Our Vision for a modern system of social care is built on seven principles of Community:

- *Personalisation*: individuals not institutions take control of their care. Personal budgets, preferably as direct payments, are provided to all eligible people. Information about care and support is available for all local people, regardless of whether or not they fund their own care.
- *Partnership*: care and support delivered in a partnership between individuals, communities, the voluntary and private sectors, the NHS and councils - including wider support services, such as housing.
- *Plurality*: the variety of people's needs is matched by diverse service provision, with a broad market of high quality service providers.
- *Protection*: there are sensible safeguards against the risk of abuse or neglect. Risk is no longer an excuse to limit people's freedom.
- *Productivity*: greater local accountability will drive improvements and innovation to deliver higher productivity and high quality care and support services. A focus on publishing information about agreed quality outcomes will support transparency and accountability.
- *People*: we can draw on a workforce who can provide care and support with skill, compassion and imagination, and who are given the freedom and support to do so. We need the whole workforce, including care workers, nurses, occupational therapists, physiotherapists and social workers, alongside carers and the people who use services, to lead the changes set out here.



Finance

Cheshire East Council, like many other local authorities, is facing financial challenges from inflation and increasing demand on services compounded by reductions in government funding. The current financial plan is that this funding reduces to zero by 2020.

Care services are experiencing increased demands and increasing complexity of care needs as well as rising costs for care providers (as shown above –outcome 5 is predominantly care costs). A major contributory factor within these rising prices is year on year wage rises as part of the minimum wage rates agreed by Central Government.

Nationally the picture shows that, by changing the shape of services, we can achieve more for less. This will be secured by reconfiguring provision from traditional services, such as residential care, towards models that promote progression towards independent living, and avoiding new placements outside of Cheshire East wherever possible. This requires a model of support that concentrates on enablement, opportunity, employment and accessing community supports rather than dependency on institutionalised models of long term care.

This will help to control escalating funding pressures due to demographic change, but it will not eliminate them. The government has acknowledged these financial pressures and has allocated an extra £2billion nationally over the remainder of this parliament towards addressing them. In addition, councils with social care responsibilities are allowed to raise council tax purely for Adults Social Care up to a maximum of 6% over the 3 financial years from 2017/18 to 2019/20 as long as the increase in a single year does not exceed 3%.

Careful considerations across health and social care will be placed on the allocation of any additional funds – with a clear focus on preventative change and in setting out the areas most in need.

The ability to raise funding locally, has been reviewed by government and this has been taken in to account when the Government set out proposed reductions in Local Authority Grant settlements, with the thrust of increased changing financial expectations – the need to deliver services that better support early help and prevention is now fundamental, including drawing out improved partnership working, co-production and business intelligence sharing pertaining to how providers purchase wider goods, that then impact on overall price.

The Council working with key local health partners remains firmly focused on early help and prevention and in working with providers and a wider range of community groups regarding the continued development of innovative preventative change plans, continues to support greater independence and choice for the residents of Cheshire East, who are most in need.



Finance Outcomes

As a developing commissioning Council we decided on the 8th December 2015 that the policy would be to move from in- house delivery to commission all care services from the wider market place. This will facilitate the move to a more personalised system of care and support which facilitates the principles of choice and control for Cheshire East residents in the access and purchasing of care.

We are focused on the delivery of personalised care and driving forward prevention at every stage in the person's journey when needing to assess adult social care.

We have identified within our medium financial plan seven priority savings that all support an improved adult social care pathway, enabling people to live well for longer.

The challenges we face:

- Increase population of older people and people with advanced stages of dementia.
- Increased complexity of need at a later stage in life.
- More people under 65 with health and care complex care needs.
- Increased care needs at later stages in life.
- Reduced grant funding.
- Pressured front increased costs.
- Health profile of adults age 40 to 60 increased health needs.
- Younger people with complex care needs transferring to adult services.
- Changing market place of providers.

Priorities	2017/2018	2018/2019	2019/2020
1. Commissioning Council In House Service (Care4CE). (Revenue Saving)	-1.200	-2.700	-4.200
2. Operational Pathway Redesign. (Revenue Saving)	-0.940	-1.380	-2.380
3. Strategic Review of External Market Commissioned Services – in driving Prevention. (Revenue Saving)	-0.550	-0.550	-0.550
4. Deprivation of Liberty Safeguards. (Revenue Saving)	-0.185	-0.185	-0.185
5. Independent Living Fund - Reduction in Government Grant. (Revenue Saving)	-0.031	-0.060	-0.087
6. Home Adaptations Review. (Revenue Saving)	-0.050	-0.050	-0.050
7. Reducing Agency Spend. (Revenue Saving)	-0.100	0.000	0.000

National Context

Significant reforms including seven-day working and the devolution of powers to local authorities are being driven by the government. Britain's departure from the European Union also means major changes and deep uncertainty for health and social care. The National Health Service is introducing new models of care through the five years forward plan. This is all being tested through historic financial constraints, with record NHS deficits nationally, and an intense search for preventative efficiencies.

The Local Government Association [State of the Nation Report](#) describes the future funding gaps for adult social care and stresses that adult social care cannot be seen in isolation from funding for local government overall. Since 2010 councils have had to deal with a 40 per cent real terms reduction to their core government grant funding. Councils have received a 'flat cash' settlement for the remaining years of the decade, which means that any cost pressures arising during this period will have to be offset by further savings. Such pressures will include, but are certainly not limited to:

- General inflation
- Increases in demand for everyday services as the population grows
- Increases in core costs, such as national insurance, the National Living Wage, pension contributions and cost associated with Care quality Commission new enforcement programmes.

Taking account of the path of future funding and the full range of pressures facing local councils in relation to future years compared to now, the LGA estimates that local government faces an overall funding gap of £5.8 billion by 2019/20.

For Cheshire East this means doing more for less. If we are to innovate and deliver future-proofed services, then this needs to be funded through the redesign of more traditional care settings.

Adult Social Care Outcomes Framework, Public Health and NHS Outcomes frameworks

These set outcomes and indicators for measuring social care and public health.

Health and Social Care Act 2012

The Act creates a new commissioning framework for the provision of social care and public health that enables local authorities and wider partners, such as clinical commissioners to form joint contracts and pooled budget, to ensure people receive more integrated services.

The Act sets out the five core standards of services that are regulated by the Care Quality Commission, as detailed below:

Safe: you are protected from abuse and avoidable harm.

Effective: your care, treatment and support to achieve good outcomes, helps you to maintain quality of life and is based on the best available evidence.

Caring: staff involve you and treat you with compassion, kindness, dignity and respect.

Responsive: services are organised so that they meet your needs.

Well-led: the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around your individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.

The Care Act 2014

The Care Act 2014, places a new duty on local authorities to promote individual wellbeing and provide prevention services. This requires the Council to provide or arrange services that reduce the need for support among people and their carers in the local area, and contributes towards preventing or delaying the development of such needs.

Social care assessments will need to promote independence and resilience by identifying people's strengths and informal support networks, as well as their needs, the risks they face, and asking what a good life means to them and how they think it can be achieved in partnership with professionals.

In summary, the Care Act:

- ✓ Clarifies entitlements to care and support to give people a better understanding of what is on offer, help them plan for the future and ensure they know where to go for help when they need it.
- ✓ Provides for the development of national eligibility criteria, bringing people greater transparency and consistency across the country.
- ✓ Treats carers as equal to the person they care for including entitlement to assessment and support.
- ✓ Reforms how care and support is funded, to create a cap on care costs which people will pay, and give everyone peace of mind in protecting them from unprecedented costs.
- ✓ Supports our aim to rebalance the focus of care and support on promoting wellbeing and preventing or delaying needs in order to reduce dependency, rather than only intervening at crisis point
- ✓ Provides new guarantees and reassurance to people needing care, to support them to move between areas or to manage if their provider fails, without the fear that they will go without the care they need
- ✓ Simplifies the care and support system and processes to provide the freedom and flexibility needed by local authorities and care professionals to integrate with other local services, innovate and achieve better results for people.

Better Care Fund

The Better Care Fund ensures that health and social care work collaboratively to integrate services.

Cheshire East Council and CCGs have worked together to design schemes, designed to improve outcomes through integrated working. The schemes include: Review of Interface, Intermediate Care Pathway, Developing Integrated Localities, Carers and Voluntary sector development, Learning disabilities, Long Term conditions, Integrated Commissioning The need to develop community based solutions that prevent people from going to hospital means that providers are important in achieving these objectives.

Better Care since its implementation has delivered working with the voluntary and community faith sector prevention, ranging from rapid response domiciliary care service, hospital to home support and reablement for people with dementia.

The Better Care Governance Group is a group of National Health Service Clinical Commissioner and Council Commissioners working with wider health and social care partners who take ownership of the Cheshire East Better Care Plan.

Localism Act

The Localism Act 2011 aims to shift power from central government back into the hands of communities and individuals. By doing so it seeks to enhance local democracy, individual responsibility and promote innovation and enterprise within public services. It seeks to empower people to take more control over their lives by giving them the power and influence they need to determine how local resources are best used to meet their needs.

The Act outlines five key measures to support decentralisation including community rights, community planning, housing, central power of competence and empowering cities and other local areas. The first measure is of importance and relevance to public service commissioners because it includes the community right to challenge, which gives voluntary and community bodies, parish councils and local authority employees the right to propose how they might better run a public service.

National Carers Strategy

We recognise that unpaid carers play a significant role in enabling residents with health and social care needs to remain independent and at home. It is important that carers are supported to look after their own health and wellbeing and access support to enable them to continue with their caring role. In commissioning carers services, we will look to ensure that people can access information, advice and support around their caring role.

Our aim is to improve the way we identify carers (including young carers), and ensure they are offered carers support and services including short-break respite provision.

NHS | A Call to Action

The NHS must change if services are to remain free at the point of access. It wants to see a greater focus on preventative rather than reactive care; services matched more closely to individuals' circumstances instead of a one size fits all approach; people better equipped to manage their own health and healthcare, particularly those with long term conditions; and more done to reduce inappropriate admissions to hospital and avoidable readmissions, particularly amongst older people.

Living Well with Dementia

Carers and commissioners will work closely with carers' forums and the newly established carers' partnership board. Cheshire East and its partners are committed to improving the lives of people with dementia. We will do this by creating a dementia-friendly borough in which residents and businesses understand and support people with dementia to live their lives.

Mental Health Act 2012

We aim to improve mental health wellbeing and access to support people at times of a mental health crisis. Our future commissioning intentions will set out how we aim to prevent a large number of inappropriate admissions to hospital or residential care as well as reducing the flow of frequent attendees at hospital emergency departments. We will provide timely, responsive and proactive services for people in a crisis to avoid mental health conditions escalating. To improve support to people in a crisis we will be looking at improving our current services, shifting settings of care, hospital based psychiatric liaison.

Our Local Response

It is clear from the demographic evidence that the growing demand of our older population will have direct implications when considering how we commission adult social care services now and in the near future, not just when considering increased number of people and increased health and care needs.

Our vision for responsive, modern care and support in Cheshire East is one, that promotes people's wellbeing, choice and independence.

We will enable people to live well, prevent ill health and postpone the need for care and support, enabling people to remain in control of their lives, so people can pursue opportunities (including education and employment) and realise their full potential to **live well, for longer.**

Commissioning is everyone's business, from the professional social workers, district nurses, housing support, carers and the wider ranging health and care providers enabling change to take place, by empowering people to have the opportunity to share their experiences of what works well and what needs to change.

To deliver our vision we will build on the positive joint commissioning opportunities available to Cheshire East Council.

We will work with neighbouring and northwest local authorities, clinical commissioning groups and providers of NHS services to deliver Cheshire wide services, including drawing on the support of the voluntary and community faith sectors.

We will secure success by:

- ✓ Providing high quality care and support to people with a range of care and support assessed needs.
- ✓ Developing services that are responsive to people's changing needs/ aspirations and expectations, including increasing the take up of direct payments and the wider roll out of personal budgets.
- ✓ Actively promote people's health and wellbeing, helping them to have a good quality of life and be as independent, healthy and well for as long as possible.
- ✓ Support services will be more diverse so all people in Cheshire East, whatever their age, background, or level of need, will have more choice in their support, establishing new universal support that people can access services better.
- ✓ Tackle social isolation by fully promoting social values through inclusion wherever we know there is an identified concern across Cheshire East, in everything we do.
- ✓ Improve support for carers, improving the support available to carers in their own right.
- ✓ Ensure fewer people will live out of the borough, and people who need and want to return will have the support they need.
- ✓ Move away from traditional forms of care and support, to focus on personalised support that is flexible and meets people's individual needs, delivering new self – enabling contracts of service - that can support improved choice and control.
- ✓ Supporting the positive transition of young adults with more complex healthcare needs to adulthood will be positive.

Commissioning Prevention

Prevention is about people living well, for longer and includes measures, services, facilities and other resources that stop or delay the onset of ill health and the worsening of existing conditions.

There is no one definition for what constitutes preventative activity; it can range from wide-scale whole population measures aimed at improving health, to more targeted, individual interventions designed to improve the skills or functioning of one person or a particular group of people. Prevention can also lessen the impact of caring on a carer's health and wellbeing.

Cheshire East Council views prevention as being the whole system changes that support people both cared for and caring through maximising independence, improved control, and choice and by reducing the need for long term care.

Prevention is often broken down into three general approaches: primary, secondary and tertiary prevention which are described below.

- **Primary Prevention**

Measures to prevent ill health and promote wellbeing. Primary prevention is defined as interventions, services, or resources aimed at individuals or populations who have no current particular health or social care support needs. The aim of primary prevention is to help people avoid developing needs for care and support by maintaining independence, good health and increased wellbeing. Examples include programmes to promote healthy living and programmes to build strong resilient communities.

- **Secondary Prevention**

Measures to identify those at increased risk of poor health or wellbeing and intervene early. Secondary prevention refers to interventions or services aimed at individuals who have an increased risk of developing needs, with the aim of helping to slow down further deterioration or preventing more serious ill health from developing. In order to identify those individuals most likely to benefit from such targeted services, screening or case finding is generally employed. Examples include National Health Service Health Checks and providing additional support to carers.

- **Tertiary Prevention**

Measures that delay or minimise the impact of existing health conditions. Tertiary prevention refers to interventions aimed at minimising the effect of disability or deterioration in people with existing health conditions, complex care and support needs or caring responsibilities including supporting people to regain skills and reduce need where possible. Local authorities must provide or arrange services, resources or facilities that maximise independence for those who already have such needs. Examples include reablement and support to people with serious mental ill health and investing in services which prevent, reduce or divert demand, keeping people at the heart of communities for longer and stimulating communities to provide more self-enabling support.

Commissioning Principles

We will ensure that Cheshire East Council's corporate priorities are at the forefront of local delivery plans driving change forward and the guiding principles which establish the way we commission services are:

- ✓ **Working in Partnership**
We will work alongside other public, private and voluntary sectors to deliver integrated services wherever possible.
- ✓ **Quality Assurance**
We will promote quality services and promise to monitor and manage services we buy to ensure that they are effective and delivering what is needed.
- ✓ **Value for Money**
We will use our commissioning processes to maximise value for money and the benefits for our local residents making the best use of resources.
- ✓ **Local Residents**
We will listen to the views of local residents. We will consult and engage throughout the commissioning process to make sure that services are what residents want.
- ✓ **Outcomes that Matter**
We will commission services focussed on outcomes for communities and individuals with an emphasis on prevention and early intervention.
- ✓ **Social Values**
In all our commissioning, we will be aware of social value ensuring maximum benefit is derived from resources.

- ✓ **Making Safeguarding Personal**
'Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.'" Care Act (2014).

We will ensure that the people who seek our help to feel safe and obtain care and support are offered this in a way which optimises their independence, choice and control over the key decisions in their lives, and is in their best interests.

Prevention will be an essential element of the way that we safeguard potentially vulnerable adults. To achieve this we use local information to continuously develop ways to minimise the risk of adults experiencing harm.

We will work to ensure that there is a broader awareness and understanding by the public and key stakeholders of the potential for abuse, recognition of key concerns, and an understanding of the ways to get help. This work will be overseen by the establishment of a new Cheshire East Safeguarding Board.



We will work with providers of care in hospital and care homes where there may be a requirement to restrict the liberty of an individual for a period, to ensure that the appropriate statutory requirements are met. These arrangements are regularly reviewed and withdrawn when/if no longer necessary.

At all times we will ensure that we put in place the least restrictive available option which is in the best interest of the person at the heart of the concern, in making Safeguarding Personal.

The Care Act placed **safeguarding adults** on a statutory footing.

“Defines adult safeguarding as “protecting a person’s right to live in safety, free from abuse and neglect”.

The Care Act requires that each local authority must: make enquiries, or ensure others do so, if it believes an adult is, or is at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to other appropriate adult to help them.

The aims of adult safeguarding are:

- To **prevent harm** and reduce the risk of abuse or neglect to adults with care and support needs.
- To **safeguard individuals** in a way that supports them in making choices and having control in how they choose to live their lives.
- To **promote an outcomes** approach in safeguarding that works for people resulting in the best experience possible.
- To **raise public awareness** so that professionals, other staff and communities as a whole play their part in preventing, identifying and responding to abuse and neglect.

There are six key principles that underpin adult safeguarding:

- **Empowerment** – Personalisation and the presumption of person-led decisions and informed consent. “I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.”

- **Prevention** – It is better to take action before harm occurs. “I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”

- **Proportionality** – Proportionate and least intrusive response appropriate to the risk presented. “I am sure that the professionals will work for my best interests, as I see them and they will only get involved as much as needed.”

Protection – Support and representation for those in greatest need. “I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able.”

- **Partnership** – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse. “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together to get the best result for me.”
- **Accountability** – Accountability and transparency in delivering safeguarding. “I understand the role of everyone involved in my life.”

We all need to play our part in looking after our own health and being good neighbours to people who are struggling. We will work with our community, voluntary and faith partners to build on the strengths of communities and to keep people healthy and active for as long as possible.

This means we will invest in new technologies, rehabilitation and supportive Extra Care housing to keep people out of high cost services for longer. We envisage an approach whereby no long-term service is agreed until we have exhausted the use of recovery, assistive technologies and adaptations and equipment and where the only long term placements in residential care are made for people with high levels of frailty and/or dementia.

Enabling people who do need high level, residential or nursing

We will develop sufficient high quality provision where the environment and care meets their needs closer to home. We will also work closely with the NHS to identify needs earlier and provide proactive care to keep people as well as possible.

These complementary approaches will help even the frailest of our residents as we will assess from the point of view of what a person can do, not what they can't do, and how our communities can help them.

Priorities for early help / prevention

By identifying the risk factors to poor health in Cheshire East early on, we aim to provide general low level support that will help people stay healthy and avoid problems escalating, even reducing people's dependency in needing care in the first place.

In order to avoid unnecessary hospital admissions and put people in control of their

health and wellbeing our aim is that people with long-term conditions will have a care plan that takes account of deterioration and emergency care. Care plans will include signposting to both local NHS, voluntary or community organisations for support. We will provide more accessible information about self-care and look to the use of social marketing to encourage, support and educate people to maintain their wellbeing.

Prevention is focused on self enabling people at the earliest stage and opportunity in their life before they need any levels of care.

Commissioning has established our priorities across the following commissioning pathway, which reflects the journey that people may take when accessing adult social care:

- Early Help/Prevention (includes universal support)
- Unplanned / Planned Care, Prevention
- Longer Term Care, Prevention

Connecting people wherever they are will remain a key strategic priority in enabling people to be citizens of their local communities and that they can rely on the right level of support and response from the local community, where they live.

When we talk about a **commissioning pathway** we are talking about the path people take when accessing care and departing from care. The path is the journey people may take when accessing adult social care.



Equality, being Inclusive

Everyone who works in care and support for Cheshire East Council will actively work to ensure social inclusion.

Inclusion

A socially **inclusive** Cheshire East is somewhere people feel equal regardless of their personal circumstances. Equality doesn't mean treating everybody the same, equality means responding to individuals needs. For example, 'for disabled people inclusion must include independent living, fully inclusive education, and access to information, the environment, and all social systems.'

International Disability and Human Rights Network

We've been listening to our communities.

Through consultation we've heard that people endorse better access to services but also needed us to acknowledge that targeted and personalised support is needed to help people take advantage of a wider range of community activities.

Equality Objectives

- Strengthen our knowledge and understanding of communities
- Listen, involve and respond to our communities effectively
- Improve the diversity and skills of our workforce to ensure equality of representation at all levels across the organisation
- Demonstrate a positive culture with strong leadership and organisational commitment to excellence in improving equality outcomes, both within the council and amongst partners
- Ensure the council's services are responsive to different needs and treat service users with dignity and respect

We will work with local people to understand and then address key issues. We will share and seek out good practice in promoting social inclusion for the benefit of all our communities.

The council and our public sector partners will set and share high expectations of people's capabilities, their ability to develop new skills (whether they live with, or away from their families), and recognises that unnecessary dependence on services is 'disabling'. This will require major improvements in the quality of community-based services, including robust, preventative and proactive care.

This will involve innovative new approaches including the rapidly developing assistive technologies. It will include building on our strengths making sure the wider community and universal services are welcoming and accessible to local people.

The implementation of the vision for reducing unnecessary dependency and increasing people's social inclusion requires active input from Public Health. We will identify options for Public Health to play a lead role in improving people's wellbeing and social inclusion, and in tackling the inequalities people and their families face in many aspects of their lives.

Priorities for Outcome 1

Connected Voluntary, Community and Faith Sector Framework

We currently commission a range of services from a number of local voluntary and community faith sector organisations for services for older people, adults at risk and their carers. This help is invaluable to a number of residents, and it helps to relieve wider pressures on the health and social care economy. We will work closely with the NHS to map our joint spend across these organisations, and to reduce duplication by targeting support towards those who need it most.

Asset based practice approaches allow us to focus on what supports and underpins health and wellbeing including the social, mental, physical and community resources people can draw on to influence and maintain their wellbeing. It also encourages us to determine the assets, skills and capacities of citizens and organisations in order to build communities and networks of support.

The focus of Connecting Communities and Connecting to the VCF sector is to provide support to the sector to enable partners to achieve our shared outcomes. Our shared outcomes are as follows:

- ✓ Our Local Communities are Strong and Supportive
- ✓ Our People have the Life Skills and Education they need to thrive
- ✓ Our People Live Well, for Longer
- ✓ Our People are Safe from harm.

The new framework will set out three community prevention tears:

Tier One – Community Wellbeing

Tier Two – Early Help/Prevention

Tier Three – Active Recovery Enablement (Specialist)

These are services aimed at enabling safe and rapid discharge from hospital and enablement services for adults. There will be an emphasis as well on preventing seasonal deaths.



Priorities for Outcome 2

Social Value

The need for local authorities to consider social value is enshrined in legislation through the Social Value Act 2012. Social Value supports the localism agenda and needs to be considered at every stage of the commissioning process. It can be defined as follows:

“Social value refers to wider non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment. These are typically described as ‘soft’ outcomes, mainly because they are difficult to quantify and measure.

“As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves”.

Social value challenges commissioners to think about overall value when planning and procuring services and not just about price. For example, it means considering other important factors including for example:

- ✓ The happiness and well-being of individuals and communities.
- ✓ The inclusion and empowerment of individuals and communities.
- ✓ Impact on the health of individuals and communities.
- ✓ The views of the public in terms of what they value.
- ✓ Impact on the local environment.
- ✓ Economic impact.

Weighing up social value is a useful tool which can help commissioners to assess what should be created and forsaken through a commissioning process. In addition, it helps to determine what provides overall best value, recognising that price alone does not always provide the best value.

Cheshire East Council is committed to acting in accordance with the Statutory Duty of Best Value and meeting the standards set out in related Statutory Guidance. The latter places a focus on:

- Greater involvement for voluntary and community organisations as well as small businesses in the running of public services.
- Reasonable expectations of the way local authorities should work with voluntary and community groups and small businesses when facing difficult funding decisions.
- Reducing barriers that often prevent voluntary organisations competing for local authority contracts.
- Promote local authority leadership in providing a level playing field for all, including local voluntary and community organisations.

1,000 people with learning disabilities known to the Council (2017).

Priorities for Outcome 3

Employment Support Policy Framework

There are a variety of public, third sector, private and faith sector organisations in Cheshire East that provide some kind of employment support service to disabled people.

The intention is to create Welfare to Work partnership. One focus of this partnership will be to help connect up these agencies and develop an Employment Support Policy Framework enabling more people with disabilities and health conditions to be supported into employment. A joined up approach to employer engagement will also be a key focus of this partnership.

Cheshire East Council will monitor avenues re all relevant external funding opportunities. Working locally and sub-regionally the Council will also contribute and influence resource identification, resource alignment and market-shaping around complex worklessness.

Early intervention will be a key focus. Policy development will continue to help shape a whole-systems and partnership approach re young disabled people in transition to adulthood and employment support.

As well as disabled people, other disadvantaged groups include carers, care-leavers, ex-offenders, people recovering from domestic violence, people recovering from substance misuse and people at risk of homelessness.

People with learning disabilities and people in touch with secondary mental health services will be a particular focus. There are around

The government estimate that around 65% of people with learning disabilities want to work. This equates to 650 people with learning disabilities known to the Council who may want to work. It is the Council's intention to do more work to help identify this need and ensure there is a responsive, outcomes-focused and effective market of agencies that can respond to this need.



This work will include engaging people and health and care agencies including employment firms to ensure in Cheshire East a clear health and care career pathway is developed.

We will work with employers supporting people with disability to ensure that making safeguarding personal is fundamentally embedded and that there is improved awareness of the risks posed to adults at risk.

Priorities for Outcome 5

Adult Social Care Single Pathway

When we talk about the adult social care **pathway**, we're talking about the process that people take when accessing our support.

We want to create a "community front door" for care and support services, so people who need care will only have to tell us their stories once. This will be the way into care and support, located in communities throughout Cheshire East and in working in a Pan Cheshire way with key health and social care partners. Seamless and safe care will be provided by care and support professionals from social care and health as well as charity, voluntary and community groups.

Pooling our expertise and local knowledge will help answer people's questions when they first become involved with social care. This is to make sure that people who need care and support are offered every opportunity to be supported to remain independent, safe and in control of their wellbeing. We'll guide people to services that can help people enable themselves (self-enabling care).

Our strength based, solution focused approach is underpinned by the basic building blocks of good recovery practice below:

- ✓ Belief that recovery is a possibility
- ✓ Respect
- ✓ Encouragement
- ✓ Optimism
- ✓ Empathy
- ✓ Anti-oppressive practice
- ✓ Self-awareness and reflective practice
- ✓ Understanding the principles of recovery and safe care in risk taking
- ✓ Clear boundaries

- ✓ Accepting the person's definition of the problem.
- ✓ Objectifying not personalising the persons behaviour.

Outcomes Based Assessment and Plan

We will work with people to meet their individual eligible assessed outcomes in the most cost effective and sustainable way. Some people will receive short-term intensive support when needed and others more cost effective long term care provision.

This includes developing a robust finance resource allocation system whereby people after an assessment of need, will be able to know what their indicative budget is in meeting their needs, regardless that this be through a personal budget or taken as a cash direct payment.

Cheshire East resource allocation system sets out in assessing people's needs clear outcomes, outcomes that can support people's choice and independence.

Care4CE

Care4CE is Cheshire East Council's internal care provider. This means Cheshire East Council employs the equivalent of 396 staff, excluding reablement and spends £12 million annually on the service. This review will focus on how Care4CE will move from its current model, which focuses on dependence and long-term care, (with some reablement and relatively low investment in early help and prevention) to a model which gives greater emphasis to early help and prevention and ensures that expenditure on long-term care is targeted at more specialised need.

Our intention is to develop a viable and sustainable business model that will offer people with more specialised need a valuable service.

Assistive Technology

We are committed to working in partnership across the whole of Cheshire to expand the use of assistive technology with a focus on person centred solutions that assist people with long term health conditions and who are at risk of frequent hospital admissions as a result.

Most people think assistive technology is about computers and gadgets but it can take many forms from walking sticks and wheelchairs to cochlear implants and wearable devices, from smart spoons designed to make eating easier after a stroke or digital wheelchairs that use machine learning to help a disabled person get around safely.

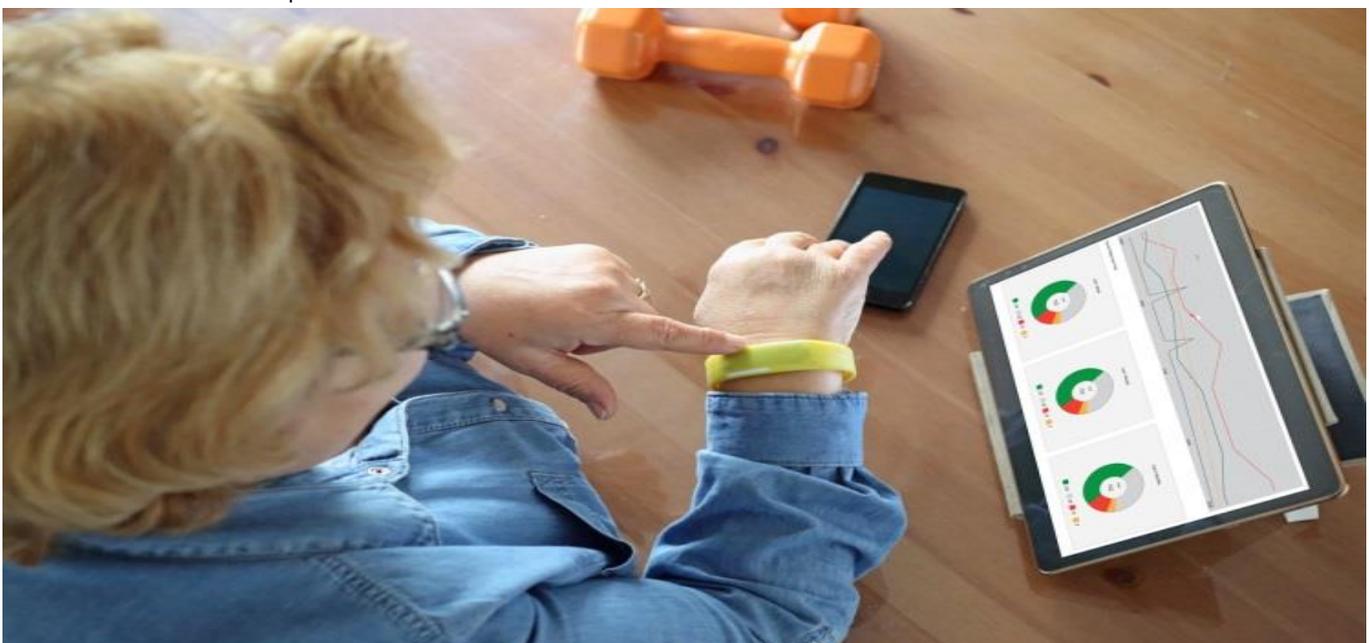
Assistive technology can reduce anxiety and provide reassurance to people who are at risk from falls or increasing frailty. Sensors and monitoring devices can not only raise the alarm but are also starting to be able to predict the likelihood of a fall, reducing hospital admissions. Assistive technology can help people stay in their own home by supporting them to take their medication or remotely monitoring their health and wellbeing. Blood sugar levels, home temperature and heart rate can also be monitored via smartphones.

For those with distant family and friends, video-calling can bring families virtually closer. Virtual reality will take this one step further enabling all of us, not just those with disabilities, to take steps where we've never been. 360 degree cameras capture immersive experiences that help all of us with learning and living.

Good assistive technology can help people with dementia by providing personalised memory support tools. The concern felt by carers of dementia sufferers can be alleviated by use of assistive technology to ensure safety and security.

People with additional needs, including those who have a learning disability, may be able to move from care homes to live more independently with assistive technology and other support.

Cheshire East Council takes the privacy and rights of vulnerable people seriously. To ensure that assistive technology benefits vulnerable people and their carers, we will work with providers, partners and the public to provide safe, personalised solutions that deliver choice and control.



Mental Health Policy Framework

Getting mental health and social care services right for local people across Cheshire East revolves around the simple premise that feeling mentally well is important to everyone and that a community that promotes, supports and maintains the mental health of its population (children and adults) builds community, as well as individual, wellbeing and its social, as well as financial, resilience.

This development of a Pan Cheshire Mental Wellbeing Policy Framework will describe what we want of our Mental Health, Social Care and Community services for adults in Cheshire over the next five years.

Pilot a 12 Month Brokerage Support Service

Commissioning commenced a pilot of a new Brokerage support service on 1st February 2017, with an aspiration that people are supported to plan and fund services that can respond to their specific assessed needs.

We aspire to develop a brokerage support service that can be independently commissioned from the third sector that will deliver the following expectations:

- ✓ People will access the right services on the same day.
- ✓ People will receive safe care with a focus in making safeguarding personal at every step.
- ✓ People will be in control, saying what they expect from the services they want to purchase.
- ✓ People will employ their own support staff or have their own personal assistants.
- ✓ People will be supported to be a good employer.

- ✓ People where appropriate will be supported to manage their budgets
- ✓ People will have access to service information and will be able to have improved choice.
- ✓ People will have improved support from local area staff, which can connect people to their local communities.
- ✓ People will be satisfied they are in control.

Young people transitioning to adults services

Joint commissioning will strengthen the transitional pathway from young person to young adult.

This is to reduce the numbers of young people lost to services at this critical time, reduce periods of untreated illness and adverse impacts on later life such as increased morbidity.

Joint commissioning will begin with self-assessment of areas to strengthen alongside a clear transition policy which:

- ✓ Promotes person centred planning
- ✓ Embedding making Safeguarding Personal
- ✓ Enables continuity of care
- ✓ Offers flexibility and decision making
- ✓ Has sufficient detail of operational procedures to ensure efficacy and consistency

Review of Cheshire East Sexual Health

The sexual health needs of the population are evolving. Over the past few decades there have been significant changes in relationships, and how people live their lives including personal attitudes and beliefs, social norms, peer pressure, confidence and self-esteem, misuse of drugs and alcohol, coercion and abuse.

Sexual ill health can affect all parts of society, often when it is least expected. Investment in sexual health not only improves the overall health of the population, it is also cost effective. The consequences of poor sexual health cost the NHS an estimated £193m in unintended pregnancies in 2010 and approximately £630m in HIV treatment and care in 2012/13.

In terms of improving sexual health outcomes, we have made good progress working with a wide range of partners at a local level and wider across the North West. We will work with our local authority and health partners in the Cheshire and Merseyside region and Public Health England to explore integrated approaches to sexual health delivery, commissioning and quality assurance.

Review and redesign of substance misuse

We will review and develop a substance misuse service that drives early help, prevention and recovery, which also ensures that the long term health and wellbeing of people are better understood and met on a more Pan Cheshire basis – ensuring that we can develop responsive services in meeting wider population of needs.

One You Cheshire East – Lifestyle Services

Establish One You Cheshire East to ensure good uptake and robust pathways to preventative services – in the following areas:

- ✓ Physical Activity, Healthy Eating, Weight Management services.
- ✓ Falls Service.
- ✓ Alcohol services. Aim to include smoking interventions alongside service.

- ✓ Smoking services and ensure good uptake and robust pathways.

Children's Health services

Building on earlier progress we will continue to work with the commissioned provider of Health Visiting and School Nursing to embed integration with Children's services. We will also work with the service and other stakeholders to develop the prevention offer within schools and improve the offer to young people up to the age of 19 who have left school.

Developing a Cheshire East Day Opportunities Framework

Working with providers of day services, wider agencies and providers – we want to develop a Cheshire East Day Opportunities Framework. 'Day opportunities' are different to our traditional idea of 'Day Services' as building based centres. Day Opportunities covers all opportunities for people whether it be the day, evening or at the weekend. Adults with a wide range of care needs need activity, social contact and developing interests in the community and at home, so to tackle social isolation. A new Day Opportunities Framework would:

- ✓ Enable people to access a wide range of Day Opportunities services.
- ✓ Personalised services promoting independence, choice and control
- ✓ A focus on health and well being, and prevention;
- ✓ More focused support for those with long term conditions;
- ✓ Support to marginalised and excluded groups;
- ✓ Access to services available for everyone, information and advice is a priority.

The aims would be to remodel current day services delivering traditional care and support, into an innovative range of day opportunities to ensure that people of Cheshire East have:

- Access to local and personalised services that are efficient and cost effective and involve communities, individuals and partners in their development;
- Access to support and services which promote health and well being, allow real choices, based on wide availability of information;

Domiciliary Care Outcome Based Framework

Our intention is to work in partnership with clinical commissioners to minimise the effect of a disability or frailty focusing on reablement and rehabilitation working not only with the individual but their families and communities.

Domiciliary care delivers personal care in a person own home and is registered with the Care Quality Commission. It's a vitally important service to thousands of people across Cheshire East who rely on personal care in enabling them to remain in their own home, making safeguarding personal.

Following an outcomes based needs assessment people meeting our eligibility for funding will be supported through a personal budget either as a direct payment, managed account or individual service fund.

The council currently spot buys services from over 53 domiciliary care agencies all of which are registered with the Care Quality Commission to deliver personal care. This arrangement means that providers of services set out their own rates. These rates are varied and don't always reflect the

model of care that the Council would want to commission or value for money.

We want to be in a position whereby local rates are standardised and reflect both high quality of care and care prevention activities that move beyond the Care Quality Commissions basic requirements underpinned by the Health and Social Care Act 2012.

We will develop a quality framework working with our partners in health that will be coproduced with people who access domiciliary care services and formal carers who provide a valuable role in enabling the cared for to remain at home.

We want Cheshire East domiciliary care providers to meet the required standards as set out in the Homecare NICE Guidance. The guidance sets out the best practice and was developed in consultation with domiciliary care providers nationally and people who access services.

We will design a service based on people's outcomes that will be underpinning the principles of choice, control and independence, enabling people to seek alternatives to care through improved access to the wider community settings.

The outcomes based framework will ensure people can access services in a timely way by operating across specific geographical locations based on known gaps in the market. These gaps at present represent all areas across Cheshire East where it is hard for a person to source domiciliary care.

We will focus on people being better supported when they need a short period of time in hospital for up to fourteen days. This means that the Council and clinical

commissioners will fund up to 7 days of care whilst a person is in hospital in order that the domiciliary care provider can retain the care staff, ready for when the person comes home.

Care Homes Outcome Based Framework

We currently commission places in residential and nursing care homes from the private and voluntary community and faith sector.

In Cheshire East there are plentiful general residential care beds. However there are not enough care beds in homes for people with enhanced, later stages of dementia.

We will work with care home providers to shift the balance from general residential care to more enhanced nursing beds.



As the population of Cheshire East ages, this rebalancing of homes with care and quality enhanced dementia care will assist in meeting our future needs.

We will develop quality standards of service to reflect what people and their carers' want. We will expect providers to be flexible to the changing needs and personal aspirations of Cheshire East residents.

People are assured they are at the centre of decision making and that they feel informed

of what services they can decide to buy, if about.

People who access care services include:

- People with Mental Health
- People with a Learning Disability
- People with Physical Disability
- People with a Sensory Impairment
- Older People with Multiple Healthcare Needs.
- People who are Ex- Offenders with a Disabilities.
- People with a range of challenging behaviours to self, family and wider public.
- People with Autism.
- Younger People who are transitioning to adult Services.

We will work with care providers to better connect to their local communities. People living in that local community will be able to rely on a wide range of services that deliver more self enabling care. This extends the recreational and social activities delivered by care home organisations to vulnerable people at risk of social isolation.

We expect end of life care to be supportive and well planned. "This most difficult time in a person's life" is when they know they are now reaching the end of their life. This means respecting life long plans, through improved living wills, best interest and decision making.

We expect older people to be confident that if they need to go into hospital that they don't have to worry if their (care) home can support them when they return.

We expect providers to be more flexible and responsive 365 days of the year and to release resource to meet demand, particularly in October, November, December and January. This may mean increasing staffing backed by robust business

continuity plans to minimise the risk of disrupting care and support for vulnerable people.

We will take steps to ensure that the new powers under the Care Act 2014 are clearly included in care and support contracts. This is particularly relevant regarding market failure. In this event Cheshire East Council working with the Care Quality Commission could take over the delivery of care within a failing care home. This is to ensure the safety of transfer of care from one care home to another.

Care Homes “Step Down” to Community / Supportive Living Enablement.

We fully recognise the importance for people currently living in a care home, who are of working age (under 65), who may want to be supported to live in the wider community in their own home. For many people who may have lived in a care home for many years this may present a significant challenge. Therefore, it's vital that people of all ages are offered wider community support service prior to needing a care home.

We want to work with care home organisations, supportive living landlord organisations that can develop (working with a wide range of third sector organisations) a short term community step down from residential care community support service. This new service will support people with more complex care needs, and for the purpose of this service a person with a complex care need is defined by the Department of Health Transforming Care Programme as needing:

“multiple healthcare assessed needs requiring multiple healthcare services in meeting a level of community support need ” e.g. they have a community need that presents as 1) challenging behaviours to self,

staff and wider public and/ or 2) a complex care need with unmanageable epilepsy”.

People with more complex care needs tend to access a vast range of healthcare services at a significant high cost to both Council and CCG's, that don't always represent value for money or offer self enabling care that includes least restrictive practice.

Review of Respite and Short Breaks

Respite care is an essential part of the overall support for unpaid carers and those with care needs, helping to sustain the caring relationship, enabling carers to have a life alongside the caring role, promoting health and wellbeing and preventing crises.

We want respite care provision to offer people greater flexibility but to ensure people receive the best service in supporting independence, safe care and control and offering wider choices in how respite can be delivered.

We want to work with a wider range of care providers including social landlords to develop more innovative models of respite.

Intermediate Care

Intermediate care aims to maximize recovery, promoting Independence. Intermediate care is part of a continuum of integrated community services for assessment, treatment, rehabilitation and support for adults with long term conditions at times of transition in their health and support needs. Intermediate care reduces demand and improves outcomes supporting people through:

- ✓ Alternatives to emergency admission
- ✓ Enabling timely discharge
- ✓ Reablement and return to independence
- ✓ Reducing premature admission to long-term residential care.

Building the right capacity and capability for Intermediate Care is a key element of any

unscheduled, outcome based plan. Most intermediate care is provided at home. However some people, particularly those who need alternative housing or major adaptations, may benefit from bed based Intermediate Care to provide critical time and the right environment to recover confidence and independence, and avoid a premature move to long term residential care. We continue to develop with Clinical Commissioning Groups opportunities to improve integration.

Integrated Social Care Workforce

We will continue to develop more integrated working across health and social care that enables people accessing services to receive a single service at the point of delivery.

Our community teams work in positive partnership with a wide range of health, housing and social care professionals. They respond to the ever changing needs of people, ensuring that people receive services that can promote improved health, wellbeing and independence.

Their approach supports improved hospital discharge, community enablement packages of care and working with responsive brokerage support.

We continue to develop integrated care with clinical commissioning groups that better support local A&E delivery targets in ensuring we are focused on hospital avoidance.

We continue to develop the social care workforce focusing attention of specific needs, championing a supportive understanding of learning disabilities, mental health, physical disabilities, sensory impairment, dementia and autism.

Housing with Support for Adults

Housing with Support focuses on improving health, housing, education and employment prospects for residents and in making safeguarding personal through measured risk taking to improved independence and

improved choice. Its overall aim is to prevent homelessness and provide people with the tools and skills to move to independence, reducing reliance on statutory services.

We understand that good affordable housing that can offer a level of support is important when supporting people to regain their life skills living in their own home.

Housing with support is support that helps people improve their quality of life and wellbeing by enabling them to live as independently as possible in their community.

This support can be provided in fixed locations (accommodation such as hostels) or wherever people may live in Cheshire East, regardless of tenure. Support can be short or longer term depending on need and what type of accommodation people live in. For example, older people living in sheltered housing such as extra care housing. Housing with support is provided to prevent people from requiring a more intensive care or support. It is also provided as a means of addressing an emergency situation (e.g. domestic violence refuge and homeless hostel).

Although the previous supporting people national programme ceased in 2010, ongoing work has continued to improve services to meet the local and emerging needs of young adults, families, older people and people with more complex care needs especially as a result of priorities in related strategies and plans, working with Cheshire East Housing and community services.

Nonetheless Like many Councils Cheshire East Council continues to performance monitor services as it is a proven tool by which to

manage contracts and monitor the effectiveness of services and outcomes for people.

Cheshire East Council is committed to reducing inequalities. By commissioning and funding high quality and cost effective, needs-led services, informed by the Cheshire East joint strategic needs assessment and benchmarking against local, sub-regional and national information, and by focusing on agreed key priorities this will be achieved.

We recognise the value that different types of organisations bring to the market and wish to continue to promote this variety. To meet our outcomes as detailed in this plan, preventative services are needed that are flexible and can deliver support regardless of tenure.

Payment by results in the public sector has continued to be promoted by Government as an important element in their programme for public service reform and greater efficiencies in funding those services. A key component of this approach is the development of an outcomes focused service specification, and star recovery approaches which gives the provider greater freedom in the way that services are delivered.

The design of a payment by result outcomes framework is an approach we would want to further explore with a range of providers and new organisations, to help inform our commissioning plans working with housing.

Overview of Changes

Public Health

- ✓ Develop a new model of provision for 0-19 year olds using a locality-based approach.
- ✓ Further develop community-led approaches to health improvement in collaboration with the local third sector.
- ✓ Develop new ways of promoting self-care, and self-management of long-term conditions.
- ✓ Explore ways to create more opportunities for new providers to enter the market.
- ✓ Developing substance misuse provision which achieves the right balance between treatment and recovery, while reducing the level of long-term treatment where appropriate for individuals using personalisation approach

Younger People to Adult Services

- ✓ Develop greater resilience in individuals and families.
- ✓ Develop a new model of provision for 0-19 year olds using a locality-based approach.
- ✓ Develop a greater choice of permanency options for younger people in long-term care
- ✓ Secure additional specialist provision for younger people with autism transitioning to adult services and behavioural problems.
- ✓ Develop new approaches to providing wraparound services for younger people transitioning to adults.
- ✓ Implement the new Younger People to Adults Transitions Policy
- ✓ Review the existing model of short-break provision.
- ✓ Implement with partners a Autism Strategy.

Physical and Sensory Disabilities/Disorders

- ✓ Increase the use of supportive technology within communities to promote greater independence for people.
- ✓ Improve alignment and joint working of Domiciliary Care providers with community health teams, such as district nurses and therapists.
- ✓ Develop new ways of promoting self-care, and self-management of long-term conditions.
- ✓ Develop new opportunities for people with disabilities to access mainstream services by ensuring commissioned provision have an appropriate level of reasonable adjustments.
- ✓ Develop new models of community-based rehabilitation and reablement.

Mental Health

- ✓ Develop new models of support for more people to access and maintain their own tenancies.
- ✓ Promote access to employment and engagement in meaningful activities
- ✓ Stimulate the provision of flexible, person centred support that promotes recovery and connects people to universal services.
- ✓ Co-produce new models which place people with mental health needs at the centre of planning, delivering and quality assuring support.
- ✓ Develop new ways of promoting self-care, and self-management of long-term conditions.
- ✓ Develop a Pan Cheshire Policy Framework.

Learning Disabilities and Autism

- ✓ Develop flexible and skilled providers who can provide support for people with challenging behaviours in supported living accommodation and the continued expansion of “shared lives models of support”.
- ✓ Promote access to employment and engagement in meaningful activities.
- ✓ Ensure people with learning disabilities and Autism are provided with the skills to be able to make informed choices and decisions.
- ✓ Develop new ways of promoting self-care, and self-management of long-term conditions.

Older People

- ✓ Work with the sector to develop and secure a more sustainable provider base through development of new outcomes frameworks.
- ✓ Improve alignment and joint working of care providers with community health teams, such as district nurses and therapists.
- ✓ Encourage innovative approaches to the provision of overnight support.
- ✓ Develop flexible, community-based support to reduce admissions to residential/nursing care and hospital.
- ✓ Develop a new model of community-based rehabilitation and reablement.
- ✓ Develop a more cost effective and people -focused model of Extra Care, seeking new investors to Cheshire East.
- ✓ Develop new ways of promoting self-care, and self-management of long-term conditions.

Carers

- ✓ Continue to Embed the Carers Strategy and Plan.
- ✓ Develop more flexible services, designed around the needs of the carer/cared for.
- ✓ Reduce the emphasis on carer-specific services and increase the proportion of carers accessing mainstream community provision.
- ✓ Provide innovative short break services that support people living at home with their families.
- ✓ Develop services that support carers to access education or employment.
- ✓ Develop new ways of promoting self-care and self-management of long-term conditions.

Advocacy Support

- ✓ Develop a more joined-up advocacy offer for all need groups.
- ✓ Ensure independent advocacy services have the expertise to support people with complex communication needs.

When we talk about **Shared Lives** we are talking about people being assessed to live with a family or person who can support them in a more supportive home environment to live their life.

What Success Looks Like

Market Position Statement

To achieve our vision set out in **People Live well for Longer**, we recognise the importance of stimulating a diverse market for care and support offering people a real choice in provision. This may come from existing providers, from those who do not currently work in the area or from new business start-ups; it may also come from small community enterprises.

Our Adults Market Position Statement aims to:

- ✓ Focus action to embed and accelerate prevention of ill health.
- ✓ Recognise the contribution that our communities and places have on our health and wellbeing.
- ✓ Embeds "Making Safeguarding Personal" across the Market at every step in the commissioning process.
- ✓ Recognise that Cheshire East is rich in assets and harness these assets to aid our change in direction.
- ✓ Enable people to have access to high-quality information and lifestyle interventions that prevent their health and care needs becoming serious.
- ✓ Inform decision-making at the right time and place to reduce and delay the need for care, recognising the need for people living with a health condition and their carers to have appropriate recovery services and the right information.

We need to think carefully about how best we can influence, help and support the local care market to achieve better outcomes and value. We see our Market Position Statement (MPS) as an important part of that process, initiating a new dialogue with care providers, including the voluntary, community and faith sector in our area, where:

- ✓ Services can be developed that people need and which are increasingly sensitive to people making their own decisions about how their needs and desired outcomes are to be met.
- ✓ Market information can be pooled and shared with our partners.
- ✓ We are transparent about the way we intend to strategically commission and influence services in the future and extend choice to care consumers.
- ✓ A shift to a relationship of trusted partners and collaboration with decision making closer to people.
- ✓ Ensuring that Making Safeguarding Personal is embedded at every stage in the person's journey.

This document is intended as a tool to help providers make important business decisions and shape their services in meeting peoples' changing needs in Cheshire East.

The market position statement draws on detail from the Cheshire East Joint Strategic Needs Assessment (JSNA) and Local Account Information to present a 'picture' of:

- ✓ What the area looks like now in terms of demography and service provision;
- ✓ What the future demand for care and support may look like and types of services needed to respond to this;
- ✓ Our intentions towards the market as a facilitator of adult care and preventative change;

- ✓ How we can work with organisations to respond positively to the key messages in our Market Position Statement.

reduced demand for traditional care and a fundamental drive to embed making safeguarding personal at every step in the commissioning process.

Robust Commissioning Cycle

We will ensure we work under the Care Act 2014, commissioning Cycle.

Commissioning only really works well, when the right people and partners who have an invested interest in adult social care, safe care and health can “through the right opportunities” influence change at every stage in the cycle.

Commissioning ensures people who access services and partners through co-production and business opportunities, make a difference and have their say.

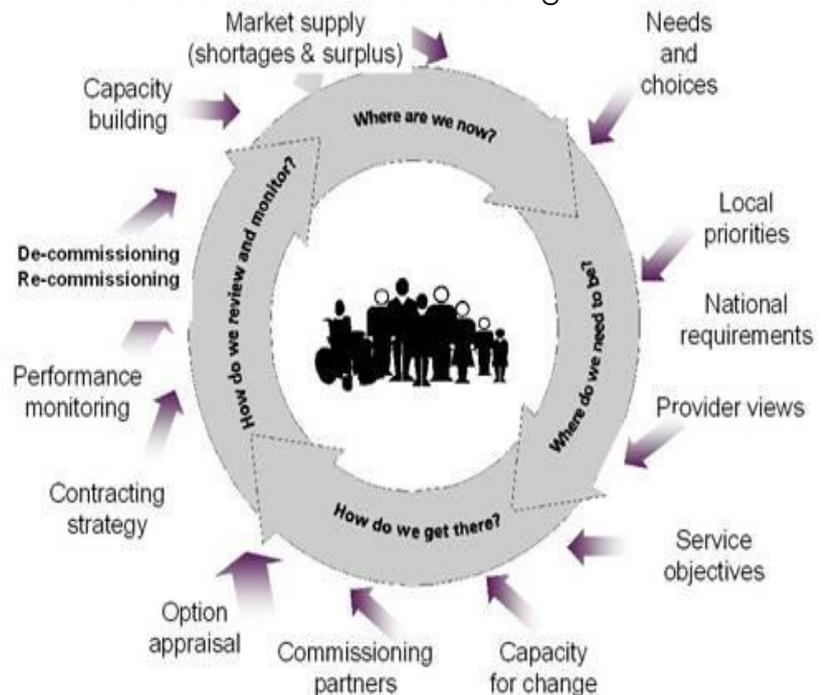
In commissioning all services we aim to move away from traditional care services to achieve a range of provision that maintains people in their own home for as long as possible by:

- ✓ Encouraging healthy lifestyles, promoting self-help and wellbeing;
- ✓ Providing easy access to up-to-date, comprehensive information on services;
- ✓ Supporting carers to balance their caring role and maintain a satisfactory lifestyle;
- ✓ Increasing the use of Direct Payments and Personal Budgets;
- ✓ Ensuring safeguarding arrangements provide appropriate protection and manage risk, whilst supporting people to exercise choices, making safeguarding personal.

By 2020, with greater focus on supporting independence and choice, our Commissioning Three Year Plan will have delivered a wider range of preventative alternative services resulting in a significant

Care at home needs to be linked more closely into supporting people to access a wide range of other preventative opportunities in their communities and through improved access to the voluntary community and faith sector.

We recognise the importance of stimulating a range of community services alternatives and support services to formal carers, including respite, carers’ breaks and other support that will have a positive impact on the carer’s health and wellbeing.



The above diagram shows the commissioning cycle that enables Cheshire East Council commissioners and our partners to remain focused on the needs of people accessing services and responding to future demand at every step of the commissioning process.

At every stage we will work in positive partnership with relevant partners across health and social care relevant to the commissioning plan which can include wider partners such as housing, education for example.

Better Care Fund

Continued funding under the Better Care fund is essential in the Council's continuing to commissioning and investment in prevention, working together with the voluntary community and faith sectors.

Our three year commissioning priorities are fundamentally linked to the continued development of community and we continue to develop innovative services that better support people to remain at home for longer and in ensuring we support locally the drive for reduced admissions to hospital. This includes hospital avoidance working with our local partners across health and social care.

Staff Development

- ✓ We believe that we will only be able to achieve real success by developing our staff and so we are setting the foundations to support a learning culture.
- ✓ We continue to invest in staff training that identifies known gaps in development based on our collective work programmes.
- ✓ We are investing time and attention into the development of staffing structures that will enable us to deliver an escalation of prevention services across health and social care.
- ✓ We invest in mentoring and peer support programmes to enable our staff to feel supported in time of challenge and change.
- ✓ We consult and engage with our staff regarding relevant change and provide leadership opportunities to

influence how we work now and in the near future.

- ✓ We operate within robust support system that enables staff to feel supported and to retain a work life balance.
- ✓ We facilitate regular leadership and culture events that enable lead officers to drive connected leadership principles that are based on ensuring people at all levels of Cheshire East have the opportunity to influence change.
- ✓ We set out a yearly training plan based on known gaps in learning and development.
- ✓ We endorse diversity champions across key departments and the undertaking of equality impact assessments.
- ✓ We continue to look for new ways in working that best utilise our staff at all levels of the organisation.
- ✓ We continue to welcome engagement with relevant trade unions regarding consulting with staff and supporting how they can influence change.
- ✓ We continue to ensure staff yearly reviews support our corporate ambitions and priorities and that will proactively review our corporate team plans.
- ✓ We continue to ensure staff have their say through our staff survey approach that influences how we work and how we behaviour.

Enablers to Change

We recognise that we can't achieve success on our own, that understanding enablers to preventative change is fundamentally important to all of us.

The challenging context presented across the health and social care economy is too broad to be addressed by one partner in isolation, and the issues of finance, demographics and legislation require an integrated response across Cheshire East, our local Clinical Commissioning Groups, including third sector and wider providers of health and social care.

By working in a more integrated way with our health partners we will be able to reduce duplication whilst moving resources into more preventative services. More importantly, this process gives us an opportunity to design services around the needs of local residents, improving both the consistency and quality of care and support.

Enablers to Change are:

- ✓ **Making Safeguarding personal:** Enabling people / partners to take risks in supporting peoples life choices that improve wellbeing, control and choice.
- ✓ **Better Care Fund:** We will continue to refine and develop our Better Care Fund, a joint budget that is currently worth £25million and spent on a range of health and social care services. By pooling our resources in this way, it is hoped that we can take a more integrated approach towards the services that we commission.

- ✓ **Discharge to Assess:** We are working with health partners to implement a new assessment process for professionals to ensure that residents receive the appropriate support to leave hospital. This approach is designed to support independence following discharge, and to minimise admissions into long-term care.

This will include improving our 'step-down' care facilities, and assessing people's needs at the right stage during the discharge process.

- ✓ **Commissioning Staff Integration:** We believe that many services we purchase could be combined with health partners. This would create an opportunity for shared roles and jobs across organisations.
- ✓ **Promotion of Direct Payments:** We will continue to promote the use of direct payments and look to increase the number of people who have more direct control over their services. We will also continue to develop the markets, supporting social enterprises and smaller providers to deliver services. These smaller organisations play a vital role in ensuring that there is genuine choice for residents.
- ✓ **Brokerage:** One of the most important services we provide is our Brokerage Function. This service supports residents in using their Direct Payments and setting up appropriate arrangements to support their needs.
- ✓ **The NICE Guidance** supporting the Review of Care Homes and Domiciliary Care, ensures that best practice is truly reflected in our standards of care.
- ✓ Drawing on the support of the **experts of care** such as dementia and end of life care under the national frameworks.

- ✓ **Integrated Quality Monitoring** – continue to work in positive partner with our local health partners and the Care Quality Commission, and wider statutory agencies regarding the monitoring of safe care and the prevention of harm.

Let's Make a Step Change Together

By investing in prevention and communities, we enable people to help themselves rather than becoming dependent at an early stage on the statutory care and health services. We will:

- ✓ Mobilise local communities through community engagement to increase social inclusion and capacity to enable people to lead a full and active life for as long as possible.
- ✓ Value our employees, and promote positive attributes and healthy aspirations through our workforce, partnerships and through our contact with the citizens of Cheshire East.
- ✓ Support community capacity with targeted, evidence based prevention services that demonstrate a positive impact upon a person's general health and well-being.

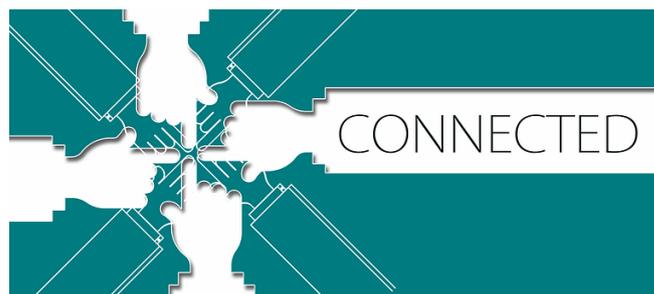
We need to ensure providers support all people with the means to promote their health and wellbeing.

- ✓ This is aimed at people who have no particular social care needs or symptoms of illness. The focus is therefore upon maintaining independence, promoting healthy and active lifestyles, supporting safer neighbourhoods and providing universal access to good quality information.

We need organisations to work with us as business partners to understand what recovery services we need when in responding to longer term health and care needs.

- ✓ This is aimed at minimising disability or deterioration from established health conditions or complex social care needs. The focus here is upon maximising people's functioning and independence through interventions such as rehabilitation / enablement services and joint case management of people with complex needs.

Working together means remaining connected with and in the right partnerships, in the right place and the right time moving in the direction of preventative.



We need organisations to focus resources on early interventions:

- ✓ This is aimed at identifying people at risk and to halt or slow down any deterioration, and actively seek to improve their situation.
- ✓ Interventions include health education, screening and case finding to identify individuals at risk of specific health conditions e.g. a smoker with asthma, or people at risk of falls needing low level pieces of equipment.

We need organisations to support the redesign of secondary preventions, through the innovative use of resources.

- ✓ This is aimed at identifying people at risk of losing their independence. This could be due to becoming socially isolated through a significant event in their life e.g. loss of a loved one or an unmanaged health condition e.g. diabetes.
- ✓ Preventing unplanned hospital admission by taking a preventative approach.
- ✓ Emphasising **co-production** with communities, with eligible people and their carers, and with providers.
- ✓ Moving away from services being provided directly by the council and in generating **greater opportunities** to develop wider people enterprises.

This will mean:

- ✓ Embedding Making **Safeguarding** Personal at every step in the person's journey.
- ✓ Focusing on the **outcomes** that people want to improve upon, the level of response required and assertive monitoring of how this affects their lives.
- ✓ Helping people to make **informed choices** about what services they would want to buy to meet their needs and from whom.
- ✓ Focussing financial resources away from traditional settings of care, to support in the wider **community**, reinforced by a wider range of accommodation options.
- ✓ Continuing the shift to more flexible arrangements that encourage **responsiveness** to the needs and choices of people based on affordability, choice, quality, and accountability in service provision.
- ✓ Focusing on the needs of people rather than defining them by service user group, purchasing highly **specialist services** where needed.

This will require:

- ✓ Encouragement of a robust independent **sector infrastructure** that can reliably deliver services in a flexible way, placing people at the centre of decision making.
- ✓ A firmer **evidence base**, informed by more robust understanding and monitoring of people's outcomes and feedback from wider resident target population groups, in shaping future commissioning intentions and in knowing the gaps.
- ✓ A close business **relationship** with sector providers which continues to share market intelligence to further understand any potential gaps in provision and clarification of respective roles in responding to need.
- ✓ An increased emphasis on the provider's ability to demonstrate productivity, **cost effectiveness and value-for-money** within a culture of prevention, through personalisation.
- ✓ Commissioning to adopt evidence based frameworks that promote market **innovation and creativity** in order to encourage new service design and new business growth.

- ✓ Providers to ensure the platforms to change by **involving staff** are steady and in place.

Outcomes and Priorities

Corporate Outcomes	Priorities	When
5	New Adult Social Care Pathway	2017/18
5	People's Outcome Based Assessment and Plan	2017/18
2	Implement a Social Values Framework.	2017/18
5	Pilot a New Brokerage Support Service	2017/18
1	Implement a New Connecting Community Framework	2017/18
5	Review and Redesign of Council's Care4CE.	2018/19
5	Review and Redesign of Domiciliary Care.	2018/19
5	Develop a regional Assistive Technology Framework.	2018/19
5	Review and Redesign of Care Homes.	2018/19
3	Implement a Employment Support Framework	2018/19
5	Review and Implement New Mental Health Recovery Offer	2018/19
5	Implement a new Children and Young People's Transition Pathway.	2019/20
5	Review of Cheshire East Sexual Health Services	2019/20
5	Review of Cheshire East Substance Misuse.	2019/20
5	Implement the Autism Policy Framework.	2019/20
5	Local Integrated Approach to Reablement.	2019/20

South CCG Connecting Care

<http://www.southcheshireccg.nhs.uk/publication/7406-governing-body-paper-1-4-4-05-06-14-connecting-care-strategy-2014-2019>

One You Cheshire East

<https://www.oneyoucheshireeast.org/>

Care Quality Commission

<http://www.cqc.org.uk/>

Useful Information

The Care Act Fact Sheets

<https://www.gov.uk/government/publications/care-act-2014-part-1-factsheets>

Co-production

<https://www.thinklocalactpersonal.org.uk/browse/co-production/>

Local Healthwatch

<http://www.healthwatchcheshireeast.co.uk/>

End of Life Care

<http://www.nhs.uk/Planners/end-of-life-care/Pages/End-of-life-care.aspx>

Live Well with Dementia

<https://www.gov.uk/government/publications/living-well-with-dementia-a-national-dementia-strategy>

Cheshire East Budget

http://www.cheshireeast.gov.uk/council_and_democracy/your_council/council_finance_and_governance/cheshire_east_budget/cheshire_east_budget.aspx

Eastern CCG Caring Together

<http://www.caringtogether.info/>

Making Safeguarding Personal

<http://www.cheshireeast.gov.uk/care-and-support/adults-at-risk/making-safeguarding-personal.aspx>

Health and Wellbeing Board

http://www.cheshireeast.gov.uk/council_and_democracy/your_council/health_and_wellbeing_board/health_and_wellbeing_board.aspx

Cheshire East Joint Strategic Needs Assessment.

http://www.cheshireeast.gov.uk/council_and_democracy/council_information/jsna/jsna.aspx

If you feel the quality of care is not to the expected standards please send your concern to:

CE.Contracts@cheshireeast.gov.uk

Cheshire East Council

Cabinet

Date of Meeting:	12 September 2017
Report of:	Director of Finance and Procurement (Section 151 Officer)
Subject/Title:	First Quarter Review of Performance 2017/18
Portfolio Holder:	Cllr Paul Bates, Finance and Communities

1. Report Summary

- 1.1. This report outlines how the Council is managing resources to provide value for money services during the 2017/18 financial year. The report highlights financial and non-financial pressures and performance and provides an overview of progress towards achievement of the priority outcomes set out in the Corporate Plan 2017 to 2020.
- 1.2. 2017/18 is presenting a challenging year for local authorities across the UK as revenue budgets come under severe pressure due to the combined effects of rising inflation, increased demand and continuing reductions in government funding. Demand led financial pressures in the People Directorate are currently exceeding forecasts in both Children and Adults Services. This pressure is more significant as previous one-off mitigation, such as financial support from health services, is unlikely, which exposes an additional underlying shortfall in certain budgets. These pressures have led to an initial forecast overspend in 2017/18 of as much as £17.7m. This level of overspend would represent 6.7% of the Council's net revenue budget and would exceed the level of General Reserves.
- 1.3. To date the Management Team, in reviewing the areas of significant risk, have identified service based opportunities to reduce this overspend by up to £7.7m, leaving a current forecast deficit of £10m. Robust action is being taken to reduce this further and return the budget to a balanced position, specifically in relation to financing existing capital expenditure, reviewing the funding of costs of transformation activities and an appropriate use of available reserves.
- 1.4. The main reasons for the forecast overspend are increases in caseload numbers and complexity that increase costs associated with Children in Care and Adult Social Care, as well as rising costs from minimum wage requirements for care providers. As a result, the People's Directorate is currently forecasting an overspend of £12.8m of which £9.2m relates to Adult Social Care. Overspends of £1.2m and £2.1m are also forecast in

the Place and Corporate Directorates respectively, largely due to pressures on commissioning budgets and partial achievement of productivity and contract savings targets.

- 1.5. In previous years it has been possible to offset overspends in Children’s and Adult Social Care against underspends in corporate and central budgets and one off income. These mitigations will not be available in 2017/18 as the budget setting process was extremely robust in targeting savings in these areas. Alternative mitigation actions potentially totalling £18m have been identified as follows:

Revenue spending reductions - £7.7m (Included within Annex 1)	Mitigating actions identified by services are provided within Annex 1 to this report and include reviewing care packages, vacancy management and improving income collection targets.
Revenue reductions relating to capital and pension costs - £7m (Not within Annex 1)	Revising the basis for calculating Minimum Revenue Provision (MRP) allowing capital financing costs to be reprofiled without increasing the overall costs of managing the Council’s debt portfolio.
	Capitalising some costs associated with major projects and funding transformation activity from capital receipts.
	Realising interest savings associated with the up-front payment of past service pension costs.
Potential Use of reserves - £3m (Not within Annex 1)	Income from Council Tax & Business Rates has been accumulated to mitigate costs of non-collection and appeals as well as from growth that has exceeded forecasts. Accounting for the liabilities in this area has proved accurate so it is reasonable to consider release of some of these reserves now.
	Financing the Capital Programme is a long term strategy and to date reserves have been built up to avoid an increase in the annual Capital Financing Requirement (CFR). To date the CFR has not been exceeded, and if MRP reductions are practical then reserves previously built up can be released.

- 1.6. Against this extremely challenging financial backdrop it is pleasing to note that the Council has continued to perform strongly, delivering positive outcomes in each of the six priority areas identified by the Corporate Plan.

- 1.7. In quarter one, a few examples of good performance were:
- Democratic Services organised successful delivery of Parliamentary Elections at short notice, returning four MPs

- Published National Achievement Rates Tables for education and training at 19 years and over show a Cheshire East rate of 94% compared to a regional average of 78% and a national average of 84%
- 64% of primary pupils achieved the expected standard or higher for combined reading, writing and maths – an increase of 12% on the previous year
- The Council's parks once again scooped 'Green Flag' awards
- Continued improvement in the number of planning applications dealt with within time
- Launch of the Live Well website, enabling residents and carers to source information and advice digitally at the touch of a button
- Strong improvement in delayed discharges at Macclesfield hospital
- £3m more Council Tax and business rates income collected in quarter one than in the same period last year
- Launch of online application service for blue badges

1.8. The attached report, **Annex 1**, sets out details of how the Council is performing in 2017/18. It is structured into three sections:

Section 1 Summary of Council Performance - brings together the positive impact that service performance and financial performance have had on the 6 Council Outcomes during the year.

Section 2 Financial Stability - provides an update on the Council's overall financial position. It demonstrates how spending in 2017/18 has been funded, including the service budgets, grants, council tax & business rates, treasury management, centrally held budgets and reserves.

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

2. Recommendation

2.1. Cabinet is asked to consider and comment on the first quarter review of 2017/18 performance, in relation to the following issues:

- the summary of performance against the Council's 6 Strategic Outcomes (**Section 1**);
- 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 194 to 209 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 8**);
- treasury management investments and performance (**Appendix 9**);
- management of invoiced debt (**Appendix 11**);
- use of earmarked reserves (**Appendix 12**);
- update on workforce development and staffing (**Section 3**);
- the intention of the S.151 Officer to identify further financial mitigation, in relation to the Council's 2017/18 revenue budget, through a review of the calculation of the Minimum Revenue Provision and the funding of other revenue costs through capitalisation or the appropriate use of available reserves.

2.2. Cabinet is asked to approve:

- fully funded supplementary capital estimates and virements above £250,000 in accordance with Finance Procedure Rules (**Appendix 6**);
- supplementary revenue estimates to be funded by additional specific grant (**Appendix 10**).

3. Other Options Considered

3.1. None.

4. Reasons for Recommendation

- 4.1. The Council monitors in-year expenditure through a quarterly reporting cycle, which includes outturn reporting at year-end. Quarterly reports reflect financial and operational performance and provide the opportunity for members to note, approve or recommend changes in line with the Council's Financial Procedure Rules.
- 4.2. The overall process for managing the Council's resources focuses on value for money and good governance and stewardship. Financial changes that become necessary during the year must be properly authorised and this report sets out those areas where any further approvals are now required.

5. Background/Chronology

- 5.1. Monitoring performance is essential to the achievement of outcomes for local residents. This is especially important in an organisation the size of Cheshire East Council. The Council is the third largest in the Northwest of England, responsible for over 500 services, supporting over 370,000 local

people. Gross annual spending is over £720m, with a balanced net budget for 2017/18 of £264.6m.

- 5.2. The management structure of the Council is organised in to three directorates, People, Place and Corporate. The Council's quarterly reporting structure provides forecasts of a potential year-end outturn within each directorate during the year.
- 5.3. At the first quarter stage, action is required to ensure that the Council's reserves strategy remains effective following identification of a potential overspend of £17.7m (6.7%) against a net revenue budget of £264.6m. Forecast capital expenditure in the year is £117.7m.

6. Wards Affected and Local Ward Members

- 6.1. All

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. Performance management supports delivery of all Council policies. The projected outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2018/21 medium term financial strategy.

7.2. Legal Implications

- 7.2.1. The legal implications surrounding the process of setting the 2017 to 2020 medium term financial strategy were dealt with in the reports relating to that process. The purpose of this paper is to provide a progress report at the first quarter stage in 2017/18. That is done as a matter of prudential good practice, notwithstanding the abolition of centrally imposed reporting requirements under the former National Indicator Set.
- 7.2.2. The only implications arising directly from this report relate to the internal processes of approving supplementary capital estimates and virements referred to above which are governed by the Finance Procedure Rules.
- 7.2.3. Legal implications that arise when activities funded from the budgets that this report deals with are undertaken, but those implications will be dealt within the individual reports to Members or Officer Decision Records that relate.

7.3. Financial Implications

7.3.1. The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for local residents and communities. Monitoring and managing performance helps to ensure that resources are used effectively and that business planning and financial decision making are made in the right context.

7.3.2. Any proposals to amend the calculation of the Minimum Revenue Provision will be reported to Council as part of the process to review the Treasury Management Strategy. Any proposal to use reserves to support in-year expenditure will be consistent with the Reserves Strategy or otherwise reported to Council.

7.4. Equality Implications

7.4.1. This report is a backward look at Council activities in quarter one and predicts the year end position. Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records that relate.

7.5. Rural Community Implications

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

7.6. Human Resources Implications

7.6.1. This report is a backward look at Council activities in quarter one and states the forecast year end position. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records that relate.

7.7. Public Health Implications

7.7.1. This report is a backward look at Council activities in quarter one and provides the forecast year end position. Any public health implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records that relate.

7.8. Implications for Children and Young People

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

7.9. Other Implications (Please Specify)

7.9.1. None

8. Risk Management

- 8.1. Performance and risk management are part of the management processes of the Authority. Risks are captured both in terms of the risk of underperforming and risks to the Council in not delivering its objectives for its residents, businesses, partners and other stakeholders. Risks identified in this report are used to inform the overall financial control risk contained in the Corporate Risk Register.
- 8.2. Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2017/18 budget and the level of general reserves were factored into the 2017/18 financial scenario, budget and reserves strategy.

9. Access to Information/Bibliography

- 9.1. The following are links to key background documents:

[Budget Book 2017/18](#)
[Medium Term Financial Strategy 2017/20](#)

Contact Information

- 9.2. Contact details for this report are as follows:

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First Quarter Review of Performance 2017/18

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September 2017

This report receives scrutiny and approval from Members of Cheshire East Council. As a public report, anyone can provide feedback to the information contained here.

Anyone wanting to comment can contact the Council at:

shapingourservices@cheshireeast.gov.uk



Introduction

Cheshire East Council is the third largest Council in the Northwest of England, supporting over 370,000 local people with annual spending of over £720m.

Local government is going through a period of unprecedented change and financial challenge. A combination of increasing demand for services, rising costs and reduced Government grant is creating significant pressures on the Council's revenue budget. The Council's response continues to be based on innovation, creativity and the relentless pursuit of greater efficiency and productivity and minimising bureaucracy to enable us to deliver a high level of sustainable, quality services for a lower overall cost.

Demand for Council services is high however, with more individuals and families needing support than ever before. This reflects an increase in population but also reflects changes in demographics. This demand has resulted in revenue pressures of £17.7m (6.7%) against a budget of £264.6m. A mitigation plan is being developed, and to date services have identified £7.7m of savings options which has reduced the forecast overspend to £10m. Further robust action is being taken to deliver a balanced outturn position and protect General Reserves.

To support openness and transparency the report has three main sections, to provide background and context, and then twelve supporting appendices with detailed information about allocation and management of public money during 2017/18:

Section 1 provides a summary of Council performance and brings together service achievement highlights against the six Outcomes in the Council's four year Corporate plan.

Section 2 provides information on the overall financial stability and resilience of the Council. It demonstrates how spending in 2017/18 is being funded, including the positions on overall service budgets, grants, council tax and business rates, treasury management, centrally held budgets and the management of the Council's reserves.

Section 3 provides a summary of the issues relating to the Council's workforce development plan.

- **Appendix 1** shows the Council's six Outcomes.
- **Appendix 2** explains changes to the Original Budget.
- **Appendix 3** shows the latest position for Corporate Grants.
- **Appendix 4** shows the revised Capital Programme expenditure.
- **Appendix 5** lists approved Supplementary Capital Estimates and Virements up to £250,000.
- **Appendix 6** lists requests for Supplementary Capital Estimates and Virements over £250,000 for Cabinet approval.
- **Appendix 7** lists requests for Supplementary Capital Estimates and Virements over £1m for Council approval.
- **Appendix 8** lists Capital Budget reductions.
- **Appendix 9** provides details of Treasury Management investments.
- **Appendix 10** lists requests for allocation of additional Grant funding.
- **Appendix 11** analyses the position on Outstanding Debt.
- **Appendix 12** lists details of Earmarked Reserves.

Jan Willis

Director of Finance and Procurement (Section 151 Officer)

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2017/18 Outturn Forecast at First Quarter Review - Financial Position

2017/18 First Quarter Review (GROSS Revenue Budget £608.6m)	Revised Budget (NET) £m	Forecast Actual Outturn £m	Forecast Over / (Underspend) £m	For further information please see the following sections
SERVICE DIRECTORATES				
People	154.1	161.9	7.8	Section 1 - Paragraphs 67-78, 136-147
Place	22.7	22.7	-	Section 1 - Paragraphs 59-61
Corporate	73.9	75.0	1.1	Section 1 - Paragraphs 90-94, 107, 158-164
Corporate Unallocated	(1.1)	(0.8)	0.3	Section 2 - Paragraph 220
Total Services Net Budget	249.6	258.8	9.2	
CENTRAL BUDGETS				
Capital Financing	14.0	14.0	-	Section 2 - Paragraphs 210-219
Transfer to/(from) Earmarked Reserves	(0.2)	-	0.2	Section 2 - Paragraph 220
Corporate Contributions / Central Budgets	1.2	1.9	0.7	Section 2 - Paragraph 220
Total Central Budgets	15.0	15.9	0.9	
TOTAL NET BUDGET	264.6	274.7	10.1	
Business Rates Retention Scheme	(41.0)	(41.0)	-	Section 2 - Paragraphs 188-193
Revenue Support Grant	(13.4)	(13.4)	-	Section 2 - Paragraph 175
Specific Grants	(17.8)	(17.9)	(0.1)	Section 2 - Paragraphs 169-175
Council Tax	(191.1)	(191.1)	-	Section 2 - Paragraphs 176-187
Sourced from Collection Fund	(1.3)	(1.3)	-	
CENTRAL BUDGETS FUNDING	(264.6)	(264.7)	(0.1)	
FUNDING POSITION	-	10.0	10.0	
	Planned Contribution 2017/18 £m	Forecast Variance Quarter 1 £m	Impact on Reserves Quarter 1 Forecast £m	
Impact on Reserves	-	(10.0)	(10.0)	
General Reserves Balance	2017/18 Budget (estimated) £m		Quarter 1 Forecast	
Opening Balance April 2017	10.3	Actual	10.3	
2017/18 Impact on Reserves (see above)	-	Forecast	(10.0)	Section 2 - Paragraphs 222 - 223
Closing Balance March 2018	10.3	Forecast	0.3	

Overview of Performance

ACHIEVING THE COUNCIL'S SIX OUTCOMES

Cheshire East Council provides more than 500 services, supporting over 370,000 residents, and over 18,500 businesses.

1 ~ Our local communities are strong and supportive

- Six community centres have been approved to become known as Connected Community Centres
- Democratic Services organised the delivery of Parliamentary Elections
- The Council set out an ambitious plan for connecting with the voluntary, community and faith sector over the next three years
- The Safer Cheshire East Partnership's three year plan has been published

2 ~ Cheshire East has a strong and resilient economy

- The Council commissioned support to 40 businesses working to expand their operations in the area
- The Regeneration team continue to help shape the Crewe Masterplan vision and to make progress with regeneration plans for Crewe and Macclesfield including developing plans for delivering a Crewe Hub Station

3 ~ People have the life skills and education they need in order to thrive

- More than £745,000 of additional government capital funding was secured to boost the provision of free nursery places across the Borough
- The Council has been successful in offering 98% of children a place in one of their preference primary or secondary schools to start in September
- Published National Achievement Rates Tables (key indicators of performance in education and training at 19 years and over) show a Cheshire East rate of 94% compared to a national average of 84%

4 ~ Cheshire East is a green and sustainable place

- Development Management dealt with over 1,700 applications, with turnaround of major, minor and other planning applications continuing to improve
- The final report on the Local Plan was approved by Full Council at the end of July
- The Council's once again secured 'Green Flag' awards for its parks
- During the quarter the Council projects collection of around 21,000 tonnes of waste for recycling

5 ~ People live well and for longer

- Strategic Housing launched a new ICT system for allocating social housing
- Attendances at leisure facilities increased and exceeded target at 846,609 during the quarter
- The Council has developed a 12 month plan to promote health, wellbeing and self care in the workplace for National Health Service (NHS) and Council staff
- Adult Social Care celebrated and marked National Approved Mental Health Professional day
- In partnership with Manchester, Salford, Trafford and Stockport councils, Cheshire East became part of only the second regional adoption agency ('Adoption Counts') to be formed in the UK

6 ~ A Responsible, Effective and Efficient Organisation

- Significant progress is being made on delivery of the new Equality and Diversity Strategy and objectives
- The Health and Safety service recently collected a fifth consecutive award from the Royal Society for the Prevention of Accidents
- Socitm awarded the Council's website a 4* (top award) ranking

FINANCIAL STABILITY

Cheshire East Council has a strong track record of sound financial management. Nevertheless, pressures on our revenue budget are intensifying.

- At quarter 1 there are pressures of **£17.7m** against a revenue budget of £264.6m (6.7%).
- A full mitigation plan is being developed to ensure delivery of a balanced outturn position by the year end. To date £7.7m of mitigation actions have been identified, reducing the forecast overspend to £10m.
- **Service Budgets** – a forecast overspend of £9.2m is reported.
- **Central Budgets** – are currently forecast to be overspend by £0.8m due to additional pension costs charged to this budget. Further action is being taken to review the revenue implications of Capital expenditure and appropriate use of reserves, to further mitigate any overspending in 2017/18.
- The Council is among the top third of Unitary Councils in terms of **Council Tax collection**. Over 99% of Council Tax and Business Rates are collected within three years.

- **Council Tax** increased by 4.99% in 2017/18 which includes a 3% increase relating to Adult Social Care precept.
- **Investment income** is £78,000 which is in line with budget at quarter one. The average rate earned on investments (1.2%) is higher than the London Inter Bank 7 day rate.
- **General Reserves** - A potential overspend of £17.7m would be outside of the original forecast risk parameters. Action to date addresses £7.7m of this forecast and further action in relation to funding capital and using reserves are expected to maintain general reserves at expected levels by year end.
- **Capital Programme** – the original **total capital budget** of £332.5m has increased to £364.6m to reflect revised forecasts and schemes continuing since reporting the 2016/17 outturn.
- For monitoring purposes, the in-year capital budget for schemes committed or in progress is £99.9m in line with revised forecasts.
- Outstanding **Debt** (excluding local taxation) is £7.0m. Debt over 6 months old is £3.8m (around 5% of total debt raised annually) and this is covered by provisions to meet potential write-offs.

1. Summary of Council Performance

Introduction

1. Cheshire East Council is responsible for delivering more than 500 local public services across an area of over 1,100km² for over 375,000 residents. The budget to deliver these services in the period April 2017 to March 2018 is £727m, which is raised from a combination of local taxes, national taxes (in the form of Government Grants) and payments direct from service users. In terms of core spending power per head, Government figures highlight the impact of different levels and sources of funding on total Council spending:

Funding per Head Comparisons 2017/18			
	Cheshire East	Rural East Riding of Yorkshire	Urban Liverpool
	£	£	£
Grants (budgeted grants including schools)	763	923	1,489
Council Tax (excluding Parish Precepts)	507	445	322
Retained Business Rates	109	195	513
Total	1,379	1,563	2,324

2. The Council's Corporate Plan 2017-2020, which was agreed by Council on 23rd February 2017, has six Outcomes that focus service delivery in the medium term (see **Appendix 1**). This section of the report highlights progress towards achieving each of the six outcomes.
3. This report reflects activity that has taken place mostly in the period April 2017 to June 2017. Commentary is also provided on the financial impacts (both revenue and capital) of this activity.

1 ~ Our local communities are strong and supportive

Active, Resilient and Connected Communities where people want to live

4. Following the recent terrorist attacks in Manchester and London the Council has worked with its partners to provide an effective multi-agency response, identifying impacts on our residents here in Cheshire East, and providing support as appropriate. A multi-agency Recovery Issues Group (led by our Emergency Planning Team and the NHS) is in place to monitor the ongoing impacts, implement any future recovery actions for the Cheshire area, and maintain close communication and liaison with the responding agencies in the Greater Manchester area.
5. Six community centres have been approved to become known as Connected Community Centres on a franchise arrangement whereby the franchisee offers a range of community services and opportunities in line with the Council's Connected Communities

Strategy. The strategy sets out how the Council will support the community from 2016-2020 around five key themes of: neighbourhoods, decision making, people, services and voluntary, community and faith. The six approved Connected Community Centres are Bridgend Centre - Bollington, Audlem Community Centre, St Barnabas Church – Crewe, Welcome Café – Knutsford, St John’s Church – Macclesfield Weston Estate and Jubilee House – Crewe.

6. 32 Connected Community Centres will be established during 2017/18 ensuring we have delivery points for early intervention and preventative services across the Borough’s most vulnerable localities. Ensuring we have a robust partnerships in each of these localities will ensure we are making real inroads to tackle local priorities. In Macclesfield alone over the last 12 months we have seen various new initiatives being initiated by local partners with the support from residents that using New Economy’s Cost Benefit Analysis tool are expected to make over £200,000 of future savings through reducing the demand on other services.
7. Democratic Services organised successful delivery of the Parliamentary Elections which returned four MPs on 8 June 2017. The snap election was called with only a few weeks notice and was a huge logistical and technical operation, involving a great deal of out of hours work by the Elections Team, who ensured that approximately 300,000 electors were enabled to vote if they wished (including over 61,000 postal voters). Election day itself involved hundreds of staff working on polling stations, postal votes and at the count centres.
8. The service also organised a successful Mayor Making / Annual Council in May, at which Councillor Arthur Moran was elected as mayor for the 2017/18 municipal year.

9. The first quarter has seen continued growth in the number of wedding ceremonies being booked in the Registration Service. 2017/18 figures are already set to exceed those of 2016/17.
10. In April 2017, Cheshire East Council set out an ambitious plan for how it will connect with the voluntary, community and faith (VCF) sector over the next three years. The Council recognises and values local volunteers and is fully committed to VCF organisations. Research undertaken in 2015 estimates that the voluntary sector in Cheshire East generates income of more than £200 million per year, employs around 5,000 people, more than 53,000 people volunteer each year in the Borough and each week volunteers contribute more than 74,000 hours of their time – the equivalent of nearly 2000 jobs. To support and enable this vital contribution to the local area and community, the Council has commissioned Cheshire Voluntary Services Cheshire East (CVSCE) in a three year deal to provide infrastructure and support to the VCF sector in the Borough. The Council is also working with Cheshire Community Action to provide support and advice to groups and organisations, promote and develop volunteering, help to manage budgets and other resources well and to act as a voice for the sector.
11. Cheshire Association of Local Councils (ChALC) has been given a grant to continue to support the work of local town and parish councils, encouraging their involvement in local community networks and development of Connected Community Centres. ChALC also engage town and parish councils in local consultation, feedback to councils and other larger organisations and to promote important community messages – events, campaigns and health for example.
12. Town Partnerships have been awarded £72,000 over three years to continue the great work that they do in each town. Area and town partnerships work in collaboration with the Council to improve

health and wellbeing for local residents as well as helping to deliver the Connected Communities Strategy.

13. So far this financial year, three nominations have been received under the Community Right to Bid. This is a function of the Localism Act 2011 that is administered by local authorities and is designed to allow community groups time to assemble bids for assets that both they and the Council consider to be of 'community value', by evoking a moratorium period when a valued asset is to be sold. A nomination has been approved for Chelford Bowling Club. One nomination was unsuccessful, and the third will be considered at the end of July.
14. **Participatory Budget** - Putting the community at the heart of our decision making, we undertook a major project to improve community-based early intervention and prevention activities to improve public health outcomes. £400,000 was allocated to 103 different organisations over 12 separate events which saw over 800 local residents vote for local projects. The projects are now being delivered across the Borough and the team continue to support and monitor for evaluation. This project has recently been announced as a finalist in Association for Public Service Excellence (APSE) Best Community Neighbourhood Initiative category, a national scheme for excellence in the public sector with the awards ceremony taking place in September. This is a great example of us working with local communities to deliver early intervention and prevention projects to improve public health outcomes and reduce the demand on mainstream health and social care services. We gave local people the power to choose how to spend £400,000 across the Borough with successful projects including everything from promoting cycling for health and fun in south Cheshire, singing for the brain in Congleton, supporting a 'men in sheds' group in Poynton, supporting groups for carers and those

who suffer from autism and ADHD in Middlewich and a juice bar set up by a nine year old and her grandfather in Macclesfield.

15. We have re-launched neighbourhood partnerships and currently have nine up and running or under development.
16. The Council supported The Great Get Together held in June, making £15,000 available for local street parties, sports and music events, bringing people together in memory of Jo Cox M.P. 70 separate events took place across the Borough including two large events organised by the Council's Partnerships Team in Westminster Park, Crewe and West Park, Macclesfield. The Team have also supported a number of events and activities including Armed Forces Day, various carers events, monthly coffee and chat sessions at Wrenbury Primary School, helping families with information on fuel poverty, debt management and loan sharks and mental health training for weekly mums and tots groups.
17. The Partnerships Team have developed two 'Knowledge Hubs' for local community, voluntary and faith organisations to share information, events, training and learning opportunities with each other. Over 150 members are signed up and there are plans to expand membership over the next few months.
18. In June, the Council helped to launch a monthly breakfast café in Crewe for ex-armed forces residents to get together, share experiences and get information and support if needed.
19. The Partnerships Team helps the community to tackle serious health and well being challenges and recently delivered hate crime awareness information to the local Muslim community in Crewe and taxi drivers. Dementia training was also delivered in Poynton High School to get young people involved in helping family members or friends of their parents and grandparents who may be

suffering from dementia. Safeguarding awareness training was also delivered in local colleges and community organisations.

Communities where you are Safe, and feel Safe

20. Democratic Services continues to support the Cheshire Police and Crime Panel which is made up of representatives of the local authorities, plus three independent members. The Panel's role is to scrutinise the work of the Police and Crime Commissioner. During the first quarter, the Panel undertook an exercise to recruit a new independent member and a recommendation will be made to the next meeting. The Panel were successful in being awarded a Home Office grant of £65,131 in the first quarter for work related to the Police and Crime Commissioner Panel in 2016/17.
21. In April, the Council secured the first Public Spaces Protection Order (PSPO) in the Borough on behalf of Poynton Sports Club. Club members and neighbouring residents had suffered abuse, vandalism, the revving of car engines, drug taking and drinking by youths regularly congregating in the club's car park. A breach of the PSPO can result in a £100 fixed penalty or as much as £1,000 if followed by court action, and penalties apply to anyone aged over 16.
22. In partnership with local Police, the Council's community safety and youth service teams undertook a second 'Stay Safe' operation in Congleton, aimed at keeping young people safe following reports of antisocial behaviour (ASB). Young people at risk were taken home or to another place of safety and parents/guardians made aware of where their children were found, who they were with and potential dangers or risks. The Council helped to distribute a leaflet produced by Congleton Town Council, 40 things to do in Congleton and have organised an event at Eaton Bank Academy to promote local groups and activities available to young people in the town.
23. The Council operates Multi-Agency Action Groups (MAAG) in the north and south of the Borough, designed to support community safety work through early intervention and prevention work, with the relevant local organisations represented including Council, Police, Fire Services, NHS and housing associations. This group shares information and supports work around troubled families where behaviour and activities have negative impacts on the individual, family and local community. By working together, local responsible organisations can achieve better outcomes for all, getting timely support and also ensuring that prosecution and enforcement is done to protect the community when necessary.
24. Cheshire East Serious and Organised Crime (SOC) group continues to meet, bringing together a number of partner agencies to share information on those individuals who are identified as known or at risk of being involved in serious and organised crime. A number of arrests have been made recently resulting in court cases scheduled for August. In June, a serious and organised crime away day was held at Police Headquarters in Winsford to bring together all four Cheshire SOC groups to hear from experts on illegal money lending, the Royal Society for the Prevention of Cruelty to Animals (RSPCA) and officers from Greater Manchester Police involved in Operation Challenger.
25. Following approval last year for land to be transferred to Prestbury Parish Council, work is now underway to transform the land into a community space in the village centre. An attractive entrance to the area and further works are underway to encourage people in the village to make use of this community asset.

26. The Safer Cheshire East Partnership (SCEP) three-year partnership plan has been agreed and published following consultation with the community and professionals. The plan also takes into account local emerging issues and new legislative requirements. SCEP agreed key priorities to bring focus on three identified 'Connecting Partnership Priorities':
- Increasing community intelligence and focusing resources based upon the analysis
 - Added and focused value, understanding the impact of service changes
 - Empowering and enabling communities to challenge issues that affect them
27. Operation Hebe is a multiagency enforcement operation in Crewe targeting rogue traders, road safety and illegal waste carriers. Road blocks were put in several locations and officers stopped 37 vehicles to make a range of checks – from trading regulations, including waste carrier licences to stolen plant machinery and traffic offences. One arrest was made for a person wanted for theft offences. Rogue traders regularly profit from defrauding elderly people who often feel pressured into parting with cash by making on the spot decisions. During the day of activities, officers were also on the lookout for fly-tipping offences.
28. We have listened to local residents and taken action on fly-tipping, littering and dog fouling with a pilot project in Crewe to tackle issues that blight our streets and our lives. Our hard-hitting 'No Rubbish Excuses' campaign categorically says that Cheshire East Council does not tolerate these environmental crimes and takes action against those who break the law. Since the campaign started last October, we have issued over 6,000 fixed penalty notices for litter and dog fouling offences. We are successfully prosecuting offenders in court for fly-tipping and litter offences including 176 prosecutions resulting in over £63,000 in court fines and no cases lost during the last three months.
29. Investigations and seizures this quarter have led to over 32,000 illegal cigarettes and over 25kg of illegal rolling tobacco being seized; a mixture of counterfeit and non-duty paid.
30. Five community presentations on doorstep crime were made to community groups, with 124 residents in attendance.
31. Our CCTV service dealt with 1,100 incidents this quarter and began the process to upgrade the control room and procedures. Incidents included theft, ASB, violence and drug offences, arson, damage, fraud, traffic and sexual offences. CCTV were also instrumental in three covert operations undertaken this quarter, with one ongoing and two resulting in Police arrests. Cheshire Police have recognised the work of one of our CCTV operators, sending written thanks for helping them to identify suspects and subsequently make arrests.
32. The ASB Team has worked tirelessly on an application for a Community Behaviour Order (CBO) for a juvenile who has caused considerable issues for residents and members of public in the Crewe area. This involved much multi-agency working and numerous court attendances. The team currently manage 19 live community behaviour orders. Furthermore 222 warning letters have been sent as part of the ASB 'yellow cards' and 31 new cases opened for ASB this quarter; four community questionnaires have been completed covering 148 properties.
33. **Gypsy and Traveller Liaison** – There were 21 encampments in this quarter, of which five were on private land. We used a range of legal means to deal with the encampments under the Criminal Justice and Public Order Act 1994 including the issue of 12 section

77 notices asking travellers to leave the site, three section 78 orders from the magistrates (which authorise the Council to enter land and remove property) and 1 section 61 Police powers to remove trespassers from land.

2 ~ Cheshire East has a strong and resilient economy

Jobs and Skills

34. The Lifelong Learning service underwent a short inspection by Ofsted, its regulatory body, towards the end of June and is proud to report that it has retained its Good rating, with inspectors noting: "Safeguarding is effective, and learners benefit from teaching, learning and assessment which is of a consistently high standard and which ensures that most make good progress". This is fantastic news for the service and its many learners, made more impressive by the fact that they are the first 19+ accredited and non-accredited Lifelong Learning provider in the Cheshire and Warrington LEP area to be awarded this inspection result under a new assessment framework.
35. As the 2016/17 term draws to an end the achievement rate of the Lifelong Learning service's accredited learning is already at 82% before the rest of the results are in. There will be a hiatus whilst exams are marked and external verifiers authorise our markings so final achievement rates will not be known until September. However it is clear that the service's provision overall is doing well towards its target of 85%.
36. A Vision for Higher Education has now been developed for Cheshire East which is being used to promote the opportunities the Borough has to offer to Universities across the country.

37. Furthermore 18 schools have now signed up to the Enterprise Advisor programme which offers decision-making and career development advice at every stage of school life. In terms of sector specific support, Skills and Growth Company (SAGC) engaged with SHIFT, a vibrant and interactive programme celebrating all things digital in Cheshire East, and most recently to promote the creative and digital sector in Macclesfield.

Business Growth and Inward Investment

38. The Council commissions SAGC to support business growth, and during the quarter they provided support to 40 businesses working to expand their operations in the area. For example they are supporting Quint, with their growth support focusing on car parking and sustainable transport and are facilitating AstraZeneca's project to develop a value proposition for Macclesfield campus.
39. As part of the delivery of the Council's energy strategy, the Authority has had confirmation from the European Investment Bank that £1.05m technical assistance grant has been secured, from the European Local Energy Assistance programme. The funds will be used to undertake a feasibility and project development to unlock a large scale low carbon investment programme across Cheshire East which includes street lighting energy efficiency, heat networks and solar battery storage.
40. Discussions with the Council's preferred development partner have been developed further in relation to the the Crewe Royal Arcade redevelopment proposals (including a new bus station and multi-storey car park). The item is on the Cabinet's Forward Plan for a decision in September 2017, which will include other projects that form the major part of the Medium Term Regeneration Programme for Crewe town centre, including public realm

improvements and a proposal to deliver a new operational model for Crewe Market Hall (subject to consultation). A detailed business case is also being submitted to secure approval from Cheshire & Warrington LEP for £10m of grant funding to support the Crewe Town Centre Regeneration programme.

41. In relation to the Crewe Masterplan, the Regeneration team continues to shape the masterplan vision and develop the associated Land Strategy to help ensure the deliverability of the Crewe Hub Station and the benefits outlined in the emerging Masterplan.
42. The joint initiative with Crewe Town Council to co-fund shorter-term improvements continues, with the appointment of a Town Centre Project Officer and a Crewe 'Ranger' to maintain the environment of the town centre.
43. In Macclesfield, following exchange of conditional contracts for the sale of Churchill Way Car Park to Ask Real Estate in quarter four last year, comprehensive site investigations have now been undertaken and formal pre-app discussions are underway with proposals for the planned £20m cinema and restaurant development being refined prior to finalisation of designs. Concept designs for complementary public realm enhancements are being finalised ahead of planned public consultation. Building condition surveys and heritage assessments were also completed for five key town centre heritage buildings in order to inform option appraisals as part of the Heritage Asset Regeneration Plan.
44. A consultation draft of a formal Vision, Strategy and Action Plan is also being developed to assist the various groups and developers involved in town centre regeneration to work more effectively together and this will be presented to Cabinet in September to seek approval to formally consult on this.

Infrastructure

45. The Strategic Highways Infrastructure Team continues to make strong progress on the Council's major transport schemes by planning, developing and delivering major highway and transport infrastructure improvements, in conjunction with partner organisations.
46. During the first quarter a public inquiry was held between 16th-25th of May 2017 in relation to proposed acquisition of land for the Congleton Link Road Scheme. Tender documentation was prepared for the process to commence from 17th July 2017.
47. The outline Sydney Road Bridge design has been reviewed and approved by the Council. Detailed design requirements have been identified and a Development Services Agreement for detailed design was prepared for issue to Network Rail in July. The scheme planning application was approved at Planning Committee on 5th July. The Heads of Terms for required Agreements with Network Rail have been agreed (agreements will be Transfer of Asset Ownership from Network Rail to Cheshire East; Bridge Easement Agreement and Two Party Overbridge Agreement). Negotiations with affected landowners have been progressed.
48. A public engagement exercise for Crewe Green Roundabout has been completed and information gathered from the exercise was used to compile a public engagement report which has been published on the Crewe Green Roundabout website. A planning application was submitted on 16 June 2017 and supporting documents can be viewed on the Cheshire East website planning portal.
49. By the end of quarter one the Highways service received 7,370 enquiries of which 7,128 were resolved (97%). The number of

enquiries received is lower than the same period last year of 8,549. These figures help indicate the level of customer engagement there is with the Highway Service.

50. Similarly the number of potholes repaired in quarter one (3,206) is a lower figure than the same period last year (5,414). The numbers of pothole defects are currently lower than the original forecast due to the additional reactive and proactive approach of the Highway Service in recent months.
51. The number of third party claims made against the Council (152), has decreased when measured against last year's quarter one figure (173).
52. The capital maintenance and Highway Investment Programme has now started with all surface dressing schemes completed early in May/June. The Micro Asphaltting & Grip Fibre programme also commenced in June and will be completed in October. The surfacing programme this year is being delivered in two phases; phase one was commenced early and completed in May and phase two is being undertaken between July and September to take advantage of the more clement summer weather.
53. The Footway programme started in April and is on track for completion in November. The initial phase of the level two carriageway patching programme is ready and will start to be delivered in August. The Department for Transport (DfT) Pothole Repair Fund is being used to address carriageway defects on the wider highway network.
54. Year two of the residential street lighting LED lantern upgrade and the structural column replacement programmes commenced on site in May with the plan to complete most of the installations by the end of October. Design work and other preparations for Year

three are planned to start later in the year to facilitate another early start for the year three programme.

55. In the aftermath of the June 2016 Flooding event in Poynton the Highways Service engaged with partner agencies to quickly assess the legacy of the flood damage to the highway infrastructure and drainage systems. The structural repairs on Middlewood Road commenced in October 2016 and have been successfully completed, incorporating a three fold increase in the amount of drainage to cope with future flooding events. With the road closed the Highway Service took the opportunity to deliver a total road enhancement scheme that also installed 488 metres (m) of new safety barrier systems, 210m of which is on new reinforced concrete foundations, re-surfaced 700 metres of carriageway, laid new road markings to 2.5km of road and facilitated a full litter pick. The road re-opened to traffic on 30th June 2017.
56. Two main flood alleviation projects are being taken forward in conjunction with the Environment Agency, subject to funding approval by DEFRA. In conjunction with this a number of smaller projects will continue to tackle flooding both on the highways and in local communities. The Preliminary Flood Risk Assessment document has been revised and is with the Environment Agency to review the findings. Once approved this document will be published online replacing the existing assessment which is currently accessible to the public.
57. Installation of the new parking pay and display machines was due for completion at the end of July 2017. The new machines accept the new £1 coin, other coinage and payment can also be made via the mobile app. Chip and Pin and Contactless payment facilities are due to be up and running by August 2017 allowing customers to have a full variety of payment methods.

58. An additional seven Civil Enforcement Officers (CEOs) have been recruited and trained in quarter one following the 2017/18 business plan to address resident and member requests for more enforcement. Three additional CEOs will be starting in August/September to complete the full compliment of CEOs.
59. The Place directorate is reporting a pressure of £1.2m against a budget of £22.7m at first quarter review. This includes a pressure of £0.5m within Transport Commissioning and the Executive Director Place will task the contract board meeting, which includes the Managing Director for TSSL and senior officers from People and Place to come up with an appropriate budget recovery plan to mitigate the projected budget pressure in these commissioned services.
60. Productivity and contract savings in 2017/18 totalled £2.8m for Place. £1.5m of savings against this target have been found to date and a further £1.2m will be covered by the use of earmarked reserves or one off savings in year. Shortfalls in establishment budgets have also been corrected. This has led to a £0.3m pressure reported for productivity and contracts at this stage. The place department will put in appropriate measures with the aim of achieving a balanced position by the year end. This includes vacancy control, reviewing all spending with third party suppliers (including ASDVs), reviewing fees and charges and reviewing existing budget savings proposals to see if any can be implemented sooner.
61. Costs of appeals within Planning are higher than budget which has caused a £0.2m pressure in year. Property Services have a permanent pressure of £0.4m which has been mitigated by one off items in the last couple of years. This can be partially mitigated again in 2017/18, but there is a resultant pressure of £0.1m on the outturn position. Unbudgeted costs have arisen due to the

removal and relocation of items out of West Park Museum. This together with a small overspend on the Information Centres has given a pressure of £0.1m on the Rural and Cultural Economy budget.

3 ~ People have the life skills & education they need in order to thrive

Securing the Best Start in Life

62. During quarter one the Council secured more than £745,000 of additional government capital funding to boost the provision of free nursery places across the Borough. Five early years childcare providers in Cheshire East are to benefit from the capital funding to support the delivery of 30 hours of free childcare for working parents of three and four-year-olds. This is in addition to the one provider approved in January this year and will enable all of these settings to provide the increased offer for eligible children from September (up from the current 15 hours free childcare).
63. The Critical Incident Response team (CIRT) is a highly valued service that offers advice and psychological support to schools, settings and services at the time of an incident in which staff, pupils and parents may experience acute, even prolonged, distress. Following a number of recent incidents, including the Manchester bombing, which affected so many schools, the service has been highly praised by headteachers and governors for their work in providing sensitive help and support to both staff and students.

Highest Achievement for All Learners

64. Cheshire East has been successful in offering 98% of children a place in one of their preference primary or secondary schools to start in September. This reflects the significant work of the

admissions team and the good relationships with schools to ensure we have the right school places to meet local need. 92.18% of primary school applicants this year were offered their first preference place, an increase of nearly four percentage points on last year's figure of 88.53%.

65. Cheshire East's primary pupils have performed well across core key stage 2 subjects. Provisional figures show that 64% of pupils achieved the expected standard or higher for combined reading, writing and maths at the end of the school year (the key measure used nationally). This figure for Cheshire East is up 12 percentage points on the previous year (the national figure rose eight percentage points). A total of 76% of pupils achieved the expected standard or higher in maths for the national curriculum test – a rise of four percentage points on last year. Similar improvements have been seen in English, with 76% of pupils achieving the expected standard or better in the reading test (up five percentage points) with grammar, punctuation and spelling moving up from 76% to 80%. Overall, performance across Cheshire East for 2017 is above the national average for all curriculum test indicators.
66. The national achievement rates tables (NARTs) have been published by the Skills Funding Agency which highlight key indicators of performance in education and training at 19 years and over. This data is used by organisations across the country to benchmark their own targets and actual performance against other organisations, both locally and nationally. Learners supported and monitored through the Cheshire East Lifelong Learning Team have achieved the highest overall achievement rates across the Cheshire and Warrington areas. The Cheshire East rate of 94% exceeds the regional average of 78% and the national average of 84%.

Inclusion

67. Significant work has been carried out over the past few months to produce a comprehensive sufficiency statement outlining the supply and demand for education places to support children and young people with special educational needs and disabilities (SEND). A new SEND Sufficiency Statement has been produced that identifies the types and areas where further provision is needed across the Borough.
68. **SEND Sufficiency** - Initial work has been completed to assess the sufficiency of places for children and young people with special educational needs and disabilities (SEND). Currently 446 children and young people access their education out of Borough and a programme of work is underway to develop more places in the Borough over the next few years. Workshops have been held with all schools to consider how the sufficiency needs can be best met.
69. The Council has also submitted an expression of interest to develop a free school for children with social, emotional and mental health needs. The bid is for the Lodgefield Primary School site and, if successful, will provide a further 40 places for local children. It is planned to issue a 3-5 year plan for development of local SEN provision in the Autumn.
70. **National Funding Formula for schools** – the main consultation on schools funding closed in March. The consultation proposed the introduction of a national funding formula for schools and high needs from 2018/19 and set out changes to the funding for local authority services to schools. The proposals set out by the Government would have reduced the level of schools funding received by the Council by £4.1m (2.1%).

71. Historically this local authority has been one of the lowest funded authorities nationally. In 2015/16 the Department for Education allocated £390m nationally to bring poorer funded local authorities closer to the national average and Cheshire East benefitted by receiving £5.7m, which is now built into school budgets.
72. The Council's 2016/17 final outturn report taken to June 2017 Cabinet provided more details on the original proposals and the Council's response.
73. The Government made an initial response to the consultation on 17th July which included an announcement of an additional £1.3 billion to fund the following:
- Increasing the basic amount that every pupil will attract in 2018-19 and 2019-20
 - For the next two years, this investment will provide for up to 3% gains a year per pupil for underfunded schools, and a 0.5% a year per pupil cash increase for every school
 - Continue to protect funding for pupils with additional needs
 - Provide at least £4,800 per pupil for every secondary school
- Further detail to support the announcement will be released in September 2017.
74. **Education Services Grant** - In addition, the local authority and academies have seen the substantial reduction of the Education Services Grant. It has also been transferred into DSG at the rate of £15 per pupil. The overall amount available will be £0.8m to contribute to the cost of delivering some of the statutory duties the local authority retains for all schools.
75. **High Needs Funding** - The consultation proposes a formula through which funding will be provided to the Council. The Council then uses this funding to support the high costs of supporting children with Education and Health Care Plans and other vulnerable children. Cheshire East will see a potential reduction of 7.8% (£2.5 million) through these proposed changes, due to attracting insufficient funding through the proposed health, attainment and deprivation factors. However, it is proposed to protect Councils at the current level of funding until 2019/20. There is no further update on the high needs consultation.
76. **Early Years Capital Grants** - The Council has scored a major success in attracting £1.2m of capital funding to extend six nurseries across the Borough. This will allow a significant expansion of early years provision, supporting the creation of 266 more childcare places ready for the introduction of 30 hours of free childcare per week for working families of 3 and 4 year olds. The proposal is to extend sites at:
- Bramley Hedge Day Nursery, Wrenbury
 - High Hopes Nursery, Gawsworth
 - Mosley Pre-school, Congleton East
 - Rope Green Farm Day Nursery, Willaston and Rope
 - St Michael's Academy Nursery, Crewe North
 - Oakdean Nursery, Wilmslow
77. **2017-18 School Conditions Allocation Grant** - During quarter one the Council allocated capital funding of £983,000 to the maintained sector through the school conditions allocation grant (academies are able to access similar funding through the Education Funding Agency). This funding stream is part of the wider capital programme for Children and Families services and forms a key aspect of the Council's strategy for providing sufficient high quality school places across the borough. The grant, allocated to 20 different projects across children's centres, primary and secondary schools, includes repairs to existing defects as well as providing ongoing maintenance/improvements to keep all buildings in good condition over their lifecycle. Schemes also improve conditions

/structures of buildings to assist in the delivery of the curriculum thus improving outcomes for learners across the borough.

78. **Early Years Funding** - Agreement has been reached on the new funding formulas for providers of childcare in early years. All hourly rates have increased this year, and agreement has been reached to pay supplements for some children meeting certain criteria. This includes an enhanced rate for children living in disadvantaged areas, in rural communities or if they have SEND.

4 ~ Cheshire East is a green and sustainable place

Sustainable Development

79. During April the Council collated all of the responses from the previous consultation on main modifications to the Local Plan Strategy and sent them to the Examining Inspector. Over the course of May the Inspector wrote his final report and this was sent to the Council on 20 June. The Local Plan Strategy was adopted by the Full Council at the end of July.
80. There was further strong performance during the first quarter in turnaround of planning applications, with the Development Management team dealing with over 1,700 applications in the quarter. Turnaround of major applications continues to be strong at 86% within time, and both minor and other applications performance improving to 87% and 95% respectively. This represents a continuation of improved performance over the past year.

Waste Management

81. **Waste & Landfill** – In quarter one, the Authority continues to utilise landfill for just over half of residual waste, this goes to Maw

Green Landfill in Crewe. The remaining black bin waste goes to the Stoke-on-Trent waste-to-energy plant.

82. Work is nearing completion at the central Environmental Hub, this will allow greater use of waste-to-energy plants outside the Borough as we seek to meet the Waste Strategy objective of ceasing to use landfill as a primary disposal route.
83. **Reuse and Recycling** - During this quarter the Council anticipates collecting around 21,000 tonnes of waste for recycling through its silver and green bin schemes and from its Household Waste Recycling Centres (HWRC). Around 350 tonnes of this material is reused through charitable partnerships and the HWRC.
84. **Waste, Recycling Reuse Figures (Quarter one indicative draft tonnages)**

Residual		
Landfill	Waste to Energy	
13,000	8,700	
Recycling		
Household	HWRC	Reuse
9,900	5,500	350
Green Garden		
Household	HWRC	
4,600	1,100	

85. **Fly Tipping** – There were 924 reported incidents of fly-tipping/side waste during quarter one, and the Council seeks to target this issue through engagement, education and enforcement.

Environment

86. The Council's parks once again secured 'Green Flag' awards, which are given to authorities that deliver parks services to an international standard. All parks are measured on how well they are maintained, their sustainability, and contributions to conservation and heritage. There are also more diverse criteria that parks are measured on, including how they are marketed and managed. Significant investment in our parks in recent years has resulted in the Green Flag award standard being achieved by Queens Park in Crewe, Congleton and Sandbach parks along with the Moor in Knutsford, Bollington recreation ground, Brereton Heath local nature reserve, Tegg's Nose Country Park and Tatton Park. Tatton Park in Knutsford and Queens Park in Crewe have also received the Green Heritage Award, which is given to places that achieve a high standard in management and interpretation of a site with local or national historic importance.
87. **Playing Pitches** – The Playing Pitch Strategy is currently in its final phase of development. The public consultation is complete and the documents are being amended to reflect any necessary changes. We are working with the Cheshire FA on developing a playing pitch improvement partnership, aimed at raising the quality of Council-owned playing fields across the Borough.
88. Cheshire East, in partnership with ANSA Environmental Services, is engaged in the delivery of over 20 park improvement projects. Many projects are funded from Section 106 developer contributions. We are working in partnership with local members and local community groups (Friends of Parks) to deliver schemes across the Borough.
89. **Orbitas** – Following investment in both Macclesfield and Crewe crematoriums last year there has been a recovery of numbers using the facilities meaning Orbitas expects to meet income targets for this year.
90. Overall, Environmental Operations, including Bereavement is currently reporting a £859,000 overspend for 2017/18 against a net £27.7m budget.
91. £500,000 contract savings of Ansa's £1m total planned savings for 2017/18 is scheduled to be delivered. £500,000 of savings due to rota optimisation/re-routing following the move to Cledford Lane is not currently forecast to be delivered due to the delayed move date. This may be mitigated in part if the dry recycling contract remains favourable for the rest of the year and the vacancy management saving in Ansa is achieved.
92. There is a pressure of £150,000 relating to an additional £200,000 savings, identified during budget consultation as unachievable. This was from early delivery of a proposed Dry Anaerobic Digestion plant that procurement has shown is unaffordable, as well as other contract savings. The target remains as part of Environmental Services budget but is at risk with no alternative savings available in year.
93. There is a forecasted shortfall in markets income for the year of £109,000, due to reduced trader occupancy levels in both Crewe and Macclesfield. This forecast out turn together with a long term regeneration project for Crewe markets will require income targets to be adjusted in year.
94. Around £100,000 associated with historic costs held by the commissioner is unachieved on the overall household waste centre contract. This will require a correction in the base budget. Savings associated with the closure of Arclid and charging for rubble waste are on track to be delivered as planned in 2017/18.

5 ~ People live well and for longer

Empowering people to live independent, healthier and more fulfilled lives

95. The Strategic Housing service has launched its new ICT system for allocating social housing. The website is more interactive for customers and easier to navigate and can be accessed from a wider range of platforms. The first lettings cycle has been completed and feedback from customers has been extremely positive.
96. On 1st April 2016 Cheshire East launched its self build register. The Council has a legal duty to provide planning permissions for enough serviced plots to meet the need identified in the self build register. In addition and under new regulations, the Council has the ability to introduce local connection criteria for applicants, charge a fee to be registered and assess the finances of an applicant. A report was approved by Cabinet in July 2017 that will introduce a registration fee and a local connection test. The local connection test means that the duty to provide enough planning permissions only applies to those who have a local connection. For those who do not have a local connection then the Council will still have to have regard to them when discharging its planning, housing and regeneration functions and when disposing of land.
97. Strategic Housing in conjunction with Spatial Planning organised a Partner Workshop on 5th July which was attended by representatives from seven Housebuilders and 14 Housing Associations. The aim of the workshop was to outline the Council's ambition to increase affordable homebuilding in Cheshire East and to directly influence and shape the emerging Affordable Housing Supplementary Planning Document.
98. Joint commissioning between Public Health (Substance Misuse) and Housing under the Transitional Recovery Accommodation has been in place for a year. The 'one year on' report from the provider, 'Emerging Futures' is available and we are progressing with a cost benefit analysis. This has been viewed by Public Health England as innovative practice and Emerging Futures received interest in the Model from the Ministry of Justice and Andrew Burnham, Mayor of Greater Manchester.
99. Following its first year of operation the Crewe Lifestyle Centre has to date succeeded in securing four prestigious regional awards for its design build and service outcomes to its users. The Centre also continues to host visits by a number of local authorities from across the country to share the learning around co-located services.
100. The project to upgrade the Peter Mason Leisure Centre in Congleton including the design and building of a replacement swimming pool continues with the process of selecting a preferred development partner. A decision on the appointment is due to be made by Cabinet in the Autumn.
101. In addition to the capital build programme the Council continues along with the leisure trust to invest in improving the quality of facilities for users. This has included the recent re-opening of the new gym, and spin studio at Knutsford Leisure Centre. A new gym and studio space is also currently being developed at Sandbach Leisure Centre to open after the summer holidays. It is hoped that both sets of improvements will continue to contribute to the increasing number of residents using their local leisure facilities.
102. During the first quarter the Council completed two major strategy documents; the Playing Pitch Strategy & Indoor Built Facilities Strategy. Both will be key to supporting the shortly to be adopted

Local Plan in both protecting existing and developing new facilities. Following approval by Cabinet both documents went out to public consultation and will, subject to the comments received, then be formally approved for use by the Council.

103. The Everybody Sport & Recreation Trust have recently completed their third year as an independent trust and will shortly be bringing their annual performance report to the Council. During they year they have continued to develop their offer to local residents, most significantly the Trust have now commenced the physical activity elements of the "One You Cheshire East" health contract which aims to make a significant contribution to improving the wellbeing of residents. The £2.5m contract over five years includes a diverse range of supporting activities including active recreation, weight management & falls prevention.
104. In addition the Trust had a successful first quarter of performance results including an increase in attendances at leisure facilities to 846,609 against the target of 782,362.
105. The number of young people receiving Bikeability training remained strong with 2,058 young people being trained in the first quarter against a target of 1,222.
106. Once again there was also an increase in volunteer hours in supporting local sports clubs and events of 1,936 hours against the target of 1,686 hours.
107. The Leisure commissioning service is currently forecasting a net nil position against a net £2.4m budget.
108. All unitary councils including Cheshire East now have a duty to improve the health of the whole community now and in the future. The Council ensures that public health is protected and gives

formal public health advice to the NHS Eastern and South Cheshire Clinical Commissioning Groups (ECCCG) - who are responsible for buying health services on behalf of the local community.

109. As part of eastern Cheshire's 'Caring Together Prevention Framework', the Council has developed a 12 month plan to promote health, wellbeing and self care in the workplace for NHS and Council staff. This is part of the 'Every Contact Counts' campaign and links with work across Cheshire to improve health and wellbeing.
110. Alcohol harm reduction: the Public Health England "CLear" – self assessment tool has been used to inform the drafting of the Alcohol Harm reduction implementation plan. This is a multi-agency approach to address different aspects of the harms caused by excessive alcohol consumption and follows on from the Health and Wellbeing Board's adoption of the Alcohol Harm Reduction Position Statement and Forward Plan in March 2017.
111. In respect of delayed discharges from Hospital, Leighton Hospital in Crewe have maintained target levels quite consistently, however Macclesfield hospital are seeing a much improved situation moving closer towards national targets with the lowest number of acute delays ever recorded to NHS England June 2017. Adult Social Care services continue to work in partnership with the improvement plans for the transformation programmes.
112. We have agreed working arrangements with a contracted consultant working with East Cheshire NHS Clinical Commissioning Group tasked with overseeing the transformation work in hospitals and we will be working closely to align our social care offer around this home first model.

113. Adult Social Care operational teams have moved to patch-based working, focusing staff and their work around GP surgery patch boundaries. This has a beneficial impact across health and social care. Care Managers have a clear community focus and know their areas well in order to support residents in need to find local solutions which help to extend independence.
114. The Local Area Coordinators are continuing to work effectively on community asset mapping to support more people to remain as independent as possible and have the following positive outcomes:
- Working and supporting our frontline social work teams
 - Supporting over 425 people to access services and support within their communities
 - Working on long term packages to review
 - Increased community links and social interaction
 - Positive use of community resources and buildings
 - Increased levels of people taking part in volunteering, training or employment
 - Creative and Innovative approach to social care
115. Staff in Adult Social Care have supported 123 people with historic debt to the Council to bring their accounts up to date and have collected over £500,000 in the process.
116. 28 June 2017 marked National Approved Mental Health Professional (AMHP) day. Adult Social Care took the opportunity to celebrate the day with our hard working AMHPs.
117. Six newly qualified social workers in Adult Social Care services have completed their “Assessed and Supported Year of Employment” programme, having consistently demonstrated practice in a wider range of tasks and roles, becoming more effective in their interventions and building confidence, and earning the confidence of others. They have more experience and ability to work

effectively on more complex situations. We also have one social worker who has successfully progressed to a Grade 9 experienced worker via our internal progression panel. Two workers also completed their Practice Educator Stage 1 Award.

Information, Advice & Guidance, Prevention and Early Intervention

118. Cheshire East Council is responsible for commissioning the NHS Health Check programme which is a health based screening for residents aged 40-74 aimed at reducing the prevalence of cardiovascular disease (such as heart disease and strokes) amongst the population through lifestyle advice and treatment (including referral to “One You Cheshire East” services). Performance continues to show good improvement with this programme, a result of new contracts and contract management work.
119. Preventing suicide has been identified by Directors of Public Health in the region as a priority for the area during this financial year. As part of this work, the Council has worked with the Cheshire and Merseyside Public Health Collaborative Service to commission Gatekeeper Basic Suicide Prevention Training. This has made suicide prevention training available for over 125 council and partner staff who work in frontline services (e.g. housing, benefits, social care, youth service) so they can potentially help anyone who they may see or deal with if they think a person is vulnerable to taking their own life. The key advice is to encourage anyone who is suicidal to talk to someone, ideally a professional such as The Samaritans or to anyone they trust if at all possible. The Samaritans also have good advice for anyone who wants to start a conversation with someone they are worried about.
120. Cheshire East Council has funded Youth Connect 5, a programme to support parents and carers across Cheshire and Merseyside with knowledge, skills and understanding to enable them - and their

children - to develop resilience and emotional wellbeing. Help has been given to 25 parents and carers so far this financial year.

121. The Council supported men's health week which ran from 12-18 June with 40 members of Council staff receiving a 'health check' from colleagues at Everybody Sports and Recreation.
122. Staff have also been encouraged to take a break and leave their desks during non-working periods such as lunchtime, as it is widely acknowledged that work performance is better if proper breaks are taken. A group of staff have worked together to organise lunchtime sessions promoting health such as offering blood pressure checks, Nordic walking and table tennis.
123. Our Community Care Board process has been extended to include the input of Communities and Commissioning colleagues to deliver the best possible options for individuals in need of care and support in the community or in long term care.

Accessible high quality services, Information & Advice

124. "One You Cheshire East" aims to improve the life expectancy and long term health of residents by offering a number of programmes aimed at transforming people's lifestyle behaviours such as healthy eating, weight management and physical activity services.
125. Falls prevention programmes continue to be well subscribed and a number of promotional measures are being implemented to maximise take-up for other programmes. Engagement is currently taking place with clinical commissioning groups (CCGs) looking at formalising referral pathways, which will see referrals from health services substantially increased.

126. A newly developed website had a soft launch by Adult and Childrens Services in June 2017. The "Live Well" site provides residents with detailed information on a range of services and care provision across our footprint and enables residents and carers to source information and advice digitally at the touch of a button. It is intended that this development will become a platform for further digital developments and is to be launched officially in September.
127. Our plans to review, improve and extend our internal care provider offer under Care4Ce are starting to take shape as we welcome consultants who will be shaping the work programme with senior leaders. This marks the start of an exciting journey to potential external trading for the service.
128. As a Council we recognise that we are part of a complex partnership landscape and that effective collaboration is essential to deliver the effective, value for money services that our residents require. To this end we continue to be very active in our discussions and planning with colleagues in the NHS supporting their work to develop sustainable and transformed services across Cheshire and Merseyside. Making better connections between professionals involved in the care of an individual is a key part of this and the Cheshire Care Record now provides a vital tool that allows the more effective sharing of information about a person, ensuring the most appropriate and timely interventions are made to the benefit of that person. Data from the records of hospitals, social care, GPs, mental health services and community services is now shared (with the consent of the person) and this will reduce the number of times that people have to give the same information or get passed around from one part of the system to another unnecessarily.

Public Protection, Health Protection & Safeguarding

129. A paper was presented to the Health and Wellbeing Board in July proposing a new system to enable frontline social care staff to access seasonal flu vaccine. The aim is to achieve year-on-year increases amongst Cheshire East employees and also have the potential for care home employers to link into a service commissioned through community pharmacies for their own staff.
130. A YouTube video “Spoken Work” raising awareness of Making Safeguarding Personal, which was co-produced with service users in Cheshire East and Adult safeguarding staff, has gained a lot of interest from Adult Safeguarding Boards across England and is to be featured in a publication by Dr Adi Cooper. The publication will be launched at a national conference in London on 19 September 2017 and is entitled “Safeguarding Adults under the Care Act 2014: Understanding Good Practice”. Practice in safeguarding adults has changed significantly since the introduction of the Care Act 2014, with a shift in approach to ensure practice is person-centred and outcome-focused, and the introduction of new safeguarding duties for local authorities. The publication describes what up-to-date practice should look like, and how to provide the best quality care and support for adults who may be at risk of abuse or neglect. In addition to being a valuable resource for existing adult safeguarding practitioners it is envisaged that this will become a key publication for Higher Education institutions in the delivery of social work qualifying and post-qualifying programmes. It’s fantastic that this excellent example of co-production in Cheshire East is being nationally recognised by a leading expert in this field.
131. On 3 July 2017 Cheshire East, in partnership with Manchester, Salford, Trafford and Stockport councils, became part of only the second regional adoption agency to be formed in the UK. The service, called ‘Adoption Counts’, aims to speed up matching and markedly improve the life chances of neglected and damaged children, improve adopter recruitment and adoption support and reduce costs. Cheshire East is delivering this service three years ahead of the 2020 target set by government to make these improvements happen sooner for our children and young people.
132. Work continues on developing sub-regional collaborative arrangements around fostering services. In May 2017, approval was given to progress the development of a shared fostering service for Cheshire East alongside Warrington, Halton and Cheshire West and Chester. Approval has also been given to explore the feasibility of a single local authority delivering the functions of the fostering service on behalf of the partnership.
133. Nationally, neglect affects one in ten young people and in many cases leads to even more serious issues such as radicalisation or child sexual exploitation. Cheshire East Local Safeguarding Children Board recently launched a new Neglect campaign, introduced to raise awareness and encourage young people to speak out if they are affected by neglect. Aimed at adolescent neglect, the campaign was designed with the help of students from Eaton Bank Academy in Congleton and includes quotes from some of our young people who have experienced neglect. Our strategy has already received national interest and we have been approached by the National Association of LSCB Chairs to present at their national conference as an example of good practice.
134. Project Crewe, our pilot project to support at-risk children and families in Crewe, has been found to be effective and is now being extended across the Borough. For two years Catch 22 and Cheshire East Council have delivered tailored interventions to help prevent children, young people and families from falling into the care or justice system. The work in Crewe has proved that early intervention - with the right support at the right time - helps to

improve outcomes for our children and avoid more costly measures in the longer term. Peer mentors, family practitioners and social workers have been involved in delivering the project and the Department for Education has now released its evaluation, which has shown that Project Crewe has 'promising indications of impact'. The scheme was expanded to cover the whole Borough from May this year.

135. Two Cheshire East care leavers were recently commended at an awards ceremony at South and West Cheshire College. Despite setbacks in their education, with the support of our Virtual School, both of these young people have exceeded in their field. One of these young people won Health and Social Care student of the year for her hard work and determination and is now moving onto university to study mental health nursing. The other young person won the English for Speakers of Other Languages (ESOL) student of the year, having arrived in Cheshire East in December 2016 as an unaccompanied asylum seeker through the dispersal programme.
136. The Adult Social Care, Public Health and Communities budget remains under continued pressure not only here in Cheshire East but across the country. The pressure here in Cheshire East comes from a combination of factors, which have been building over a number of years, and all relate to meeting the needs of our most vulnerable residents. Demand for services creates pressure in all areas, in frontline teams, which in turn means staff time assessing needs in order to provide the appropriate care and support becomes a weekly prioritisation. Sometimes we are able to offer information and advice which enables people to access the right services but on other occasions we are duty bound to provide services which meet the eligible needs of our residents. The care market itself also contributes to the existing pressure as despite the recent increase in fee levels, providers are struggling to both recruit and retain staff. This means that some providers are

struggling to respond to requests for placements and to provide care packages. This remains a daily challenge.

137. We are seeing additional support requirements at both ends of the age spectrum. It is a source of great celebration that our population continues to live longer, but not everyone can do this without significant care and support. There are many more people coming through transitions as young people with disability move into adulthood with many more complex needs. Equally the need for services to support our ageing population continues to rise. This is of course all against the backdrop of our NHS financial and local authority challenges locally and the interdependencies between health and social care.
138. The Adult Social Care department has commenced work on a number of actions aimed at reducing the extent of any adverse pressure to the budget. The projected overspend is currently £9.22m against a gross base budget of £153.9m, meaning a variance of 6%. Measures that deliver savings based on service redesign with the resident always in mind whilst ensuring a safe service is at the heart of what we are doing continue to be developed. A further financial risk at the present time relates to the current financial position of the Council's largest partner the local NHS who are already reducing direct funding to both the Council and key partners in the sector which can further add to the Council's financial pressure. These actions are being implemented in order to produce a balanced position but pressures are likely to increase during the winter period when demand for Health services has repeatedly been evidenced to rise.
139. Colleagues in Finance and Performance are working together to support the service to develop more detailed information using new systems, in order to help identify trends and enable appropriate action to be implemented earlier. This work involves a

deep examination of the underlying position and the inherent pressure which has been masked for a number of years by temporary mitigations. This will lead to increased transparency and setting of clear outcomes going forward.

Cared For Children

140. The number of cared for children stood at 438 at 30th June 2017 and it has further risen since that point. This is compared to 400 in the same period in 2016 and consequently continues to place a considerable strain on existing budgets. Most children enter care due to neglect and abuse with increasing numbers of children being made the subject of applications to the Family Courts to secure their welfare. However, in quarter one 45 children left care as a result of adoption, returning home or moving to independent living.
141. The Council increased funding for cared for children in 2017/18 and beyond by £2.1m to meet the demand levels at that time and to ensure our cared for children and care leavers achieve the best possible outcomes.
142. However, indications at this stage are that both demand and costs have continued to rise with providers increasing their costs, especially for residential care, and as the number of children entering care has increased more children are now placed in higher costs independent fostering placements and so a further pressure of £3m is forecast for 2017/18.
143. Several children have entered care with very complex needs and challenging behaviour which has necessitated them being placed in secure children homes at very high cost.

144. Despite the increase in cared for children, we continue to be towards the lower end of our statistical neighbour group and nationally for rate of cared for children (per 10,000), in particular lower than Cheshire West and Chester and Warrington Councils.
145. A number of initiatives are being taken forward to reduce the pressures such as opening residential children's homes, expanding project Crewe, joining a regional adoption agency, and starting work on a shared fostering service.
146. Other key pressures for the service include the interagency adoption placements budget which needs to be re-aligned to match a reduced level of activity and delivery of transport savings.
147. These pressures are being mitigated by further vacancy management and underspends across the service to give a net position of £2.1m.

6 ~ A Responsible, Effective and Efficient Organisation

148. The Property Services team, within the Assets service, has commenced its annual disposal programme with two sales of surplus assets bringing in £328,013 of capital receipts. During quarter one the team have completed 119 cases which include requests for occupation or use of Council assets and/or land requiring a legal agreement, and dealt with 279 ownership or boundary queries. Of its 125 lettable units across its Business Generation centres and Industrial Units, 110 units are let with the income profile meeting target and debt being at £83,794.
149. The Property Projects team, within the Assets service, is currently managing £77.2m worth of construction projects across the Council's assets. It continues to receive acclaim for its work on the Crewe Lifestyle Centre Project, including:-

- North West Construction Hub Awards for Value 2017
- North West Construction Hub Sub Regional Project of the Year 2017
- RICS Community Benefit Award 2017

This is added to the Finalist Awards received from APSE Construction Team of the Year 2016 and Civicance Award for Best Public Service Building previously reported.

150. There has been a rise in the number of cyber attacks on public bodies as evidenced by the recent ransomware attacks on the NHS. The Council is investing in ensuring that its systems, processes and staff are aware and prepared for these eventualities.
151. In February of this year Cheshire East Cabinet approved our refreshed Equality Objectives and supporting Equality and Diversity Strategy. In quarter one there was significant progress on the delivery of the Strategy, including:
- We have a newly appointed Member Champion, Cllr Stewart Gardiner who will work closely with a network of officer equality champions that are currently being recruited
 - Over 50 officers and members have attended Equalities Essentials training
 - We have become a member of the Stonewall Diversity Champions programme and are being supported by them to ensure our Council is lesbian, gay, bisexual and transgender inclusive
152. The corporate Health and Safety service recently collected a fifth consecutive Royal Society for the Prevention of Accidents (RoSPA) Award for health and safety achievements. This achievement was a result of successful and ongoing collaboration between managers, specialist officers, trade union safety representatives and members of the corporate Health and Safety service. The award recognises the high standard of health and safety

management and practice across all Cheshire East services which both improve employee wellbeing and provide a safe and supportive working environment enabling employees to contribute effectively, reach their full potential and maximise attendance.

153. £114m of 2017/18 Council Tax and Business Rates was collected during the first quarter. This is a £3m increase in the value collected during quarter one 2016/17.
154. Our Digital Customer Services Programme and Blue Badge team have been working together to make it easier and quicker for residents and organisations to apply for a blue badge using the Council's website. For some residents, applying for a blue badge can be a fairly lengthy and complicated task due to the qualifying criteria and the documents of evidence required. In May, we launched a new digital solution that simplifies the process for residents applying for a blue badge online. This will increase automation and reduce administrative tasks for our staff, and will help our Customer Service teams process applications and enquiries more efficiently. As part of the new digital solution, residents and organisations are able to apply, renew, replace and appeal a blue badge; pay online, upload evidence, receive notifications via email to keep them informed about their application, and book an independent mobility assessment if required. All of this can be done online without the need to phone or see someone face to face. This service is the first to go through our Digital Customer Services Programme, which aims to develop innovative digital solutions that will make many of our services more accessible for residents online. Many of the solutions that have been developed for managing blue badges will be rolled out across other Council services as part of the programme, including online payments, document uploads, notifications and appointment booking.

155. Socitm (the professional body for people involved in leadership and management of IT and digitally enabled services delivered for public benefit) gave the Council's website a 4* (top award) ranking in their Better Connected report for 2017 - an annual benchmarking of local authority websites. This is the second year we have achieved this, and only 36 councils of the 412 surveyed achieved the top award of 4*.
156. Efficiencies and savings are now being achieved following the introduction of new recording equipment and procedures for meetings. Video conferencing is being used between Council sites to enable officers to reduce commute times and associated costs whilst still collaborating with colleagues across different sites.
157. A new Member Technology and Development Panel has been established to lead and deliver the Council's vision for future IT support and Training and Development for Members in a joined up way. The first meeting of the new Panel is now being convened.
158. At first quarter, the overall budget for Corporate Services (excluding Client Commissioning) has pressures of £1.2m mainly relating to unallocated 2017/18 cross cutting savings in the directorate. It is forecast to be overspent by £0.2m following approved mitigating actions. The directorate now includes the Chief Executive Office and PA Pool.
159. In Professional Services there are £100,000 savings allocated to Procurement which are unachievable and there is also a £50,000 net overspend on salaries in this area due to maternity and project cover. An overspend of £68,00 in Facilities Management due to the additional costs of the Lifestyle Centre has been offset by an over-recovery of income in Programme and Project Management.
160. Customer Operations expenditure is broadly on target with the budget. There are two significant areas of variation at the present time: staffing in the Customer Service Centres is expected to be overspent by around £70,000 due to turnover and difficulties in recruiting staff, particularly the need to cover posts with agency staff whilst newly recruited staff are being trained; and within Benefits Administration, there is expected to be additional income received.
161. Although ICT has a net nil position, there are specific pressures arising from the renewal and replacement of the estate, and the centralisation of application costs without corresponding budget. Telephone and mobile charges are also currently under recovered from the wider organisation but mitigations are expected through work undertaken to improve cost recovery. Ongoing development in the Infrastructure Investment Programme will hopefully mitigate the current overspend projection through greater efficiency and reduced reliance on contractors. Additionally ongoing monitoring of recoverable hours for commissioned projects is taking place to ensure maximum income is achieved within ICT.
162. Staffing and Counsel cost pressures in Legal Services, and staffing pressures in Compliance are being offset by staffing underspends in Internal Audit, Risk Management, and the Business Support Unit. In addition, Registrations is forecasting an overachievement in ceremonies income.
163. Finance and Performance are under budget by £0.2m. In-year vacancies, a secondment, and additional income from services provided to the LEP have resulted in an underspend in Finance. Business Intelligence is also reporting a slight underspend on supplies & services.

164. Human Resources have a number of small under and overspends within individual areas, but the overall overspend of £50,000 is caused by a projected under-recovery of income in the Schools Team. This has been caused partially by a reduction in the number of schools buying back into the service, and partly by an increase in

the income budget which is now unrealistic in light of actual buyback figures.

2. Financial Stability

Introduction

165. The Council has a strong track record of sound financial management. Nevertheless, in common with all UK local authorities the Council finds itself in a position where pressures on the revenue budget are intensifying as a result of increased costs, growing demand and reducing Government grant. The pressures are most intense in Children's and Adults Social Care. However there are also pressures on commissioning budgets elsewhere and productivity and contract savings targets in the Place and Corporate directorates have not yet been fully delivered to date.
166. A mitigation plan is being developed to address the forecast overspend and ensure that the General Reserves are protected. Given the scale of the financial pressures achieving a balanced budget position this year will be extremely challenging.
167. **Table 1** provides a service summary of financial performance at quarter one. The current forecast is that services will overspend by £9.2m in the current year. For further details please see Section 1 and changes to service net budgets since Original Budget are analysed in **Appendix 2**.
168. Further items impacting on the level of the Council's balances are detailed in the paragraphs below on centrally held budgets.

Table 1 - Service Revenue Outturn Forecasts

2017/18 First Quarter Review (GROSS Revenue Budget £608.6m)	Revised Budget (NET)	Forecast Actual Outturn	Forecast Over / (Underspend)
	£m	£m	£m
SERVICE DIRECTORATES			
Directorate	10.5	10.8	0.3
Children's Social Care	33.4	35.5	2.1
Education & 14-19 Skills	2.4	2.8	0.4
Prevention & Support	9.5	9.3	(0.2)
Adult Social Care - Operations	28.0	30.5	2.5
Adult Social Care - Commissioning	67.5	70.3	2.8
Public Health and Communities	2.8	2.7	(0.1)
People	154.1	161.9	7.8
Directorate	(1.0)	(1.2)	(0.2)
Planning & Sustainable Development	2.5	2.7	0.2
Infrastructure & Highways (incl Car Parking)	13.5	13.5	-
Growth & Regeneration	4.9	4.9	-
Rural & Cultural Economy	2.8	2.8	-
Place	22.7	22.7	-
Directorate	0.1	0.3	0.2
Customer Operations	9.5	9.5	-
Legal Services	7.6	7.6	-
Human Resources	2.5	2.6	0.1
Finance & Performance	3.2	3.0	(0.2)
Professional Services	14.5	14.6	0.1
ICT	5.8	5.8	-
Communications	0.6	0.6	-
Client Commissioning			
Leisure	2.4	2.4	-
Environmental & Bereavement	27.7	28.6	0.9
Corporate	73.9	75.0	1.1
Corporate Unallocated	(1.1)	(0.8)	0.3
Corporate Unallocated	(1.1)	(0.8)	0.3
Total Services Net Budget	249.6	258.8	9.2

Government Grant Funding of Local Expenditure

169. Cheshire East Council receives two main types of Government grants; specific use grants and general purpose grants. The overall total of Government grant budgeted for in 2017/18 was £281.3m.
170. In 2017/18, specific use grants held within the services were budgeted to be £251.0m based on Government announcements to February 2017. At first quarter, this figure was revised up to £260.4m. This is mainly due to all the Council's ring-fenced grants held in service being reported as opposed to just those recorded at budget setting which are mainly schools related.
171. Since the original budget was set, specific use grants relating to schools have decreased by £3.9m. This is due to four schools converting to Academies in April and updated DSG allocations, which were released in March 2017 and included an extra deduction for Further Education high-needs places.
172. Spending in relation to specific use grants must be in line with the purpose for which the funding is provided.
173. General purpose grants were budgeted to be £30.3m, but further in-year grant announcements have increased this figure to £31.2m at first quarter review.
174. Additional general purpose grants of £0.9m have been received during the first quarter of 2017/18. These include an additional £0.5m for Tackling Troubled Families, £0.1m for Staying Put Funding and £0.1m for Extended Rights to Free Transport. Requests for the allocation of the additional grants received are detailed in **Appendix 10**.

175. **Table 2** provides a summary of the updated budget position for all grants in 2017/18. A full list is provided at **Appendix 3**.

Table 2 – Summary of Grants to date

	2017/18 Original Budget	2017/18 Revised Forecast FQR	2017/18 Change
	£m	£m	£m
SPECIFIC USE			
Held within Services	251.0	260.4	9.4
GENERAL PURPOSE			
Revenue Support Grant	13.4	13.4	-
<u>Service Funding:</u>			
People - Directorate	0.0	0.1	0.1
People - Children and Families	0.2	0.8	0.6
People - Adult Social Care and Independent Living	2.4	2.4	-
Place	0.7	0.7	-
Corporate – Customer Operations	1.7	1.8	0.1
Corporate – Chief Operating Officer	11.9	12.0	0.1
Total Service Funding	16.9	17.8	0.9
Total General Purpose	30.3	31.2	0.9
Total Grant Funding	281.3	291.6	10.3

Collecting Local Taxes for Local Expenditure

176. Cheshire East Council collects Council Tax and Non Domestic Rates for use locally and nationally.

Council Tax

177. Council Tax is set locally and retained for spending locally. Council Tax was set for 2017/18 at £1,324.92 for a Band D property. This is applied to the taxbase.

178. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non-collection). The taxbase for 2017/18 was agreed at 144,201.51 which, when multiplied by the Band D charge, means that the expected income for the year is £191.1m.

179. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Parish Councils. **Table 3** shows these amounts separately, giving a total budgeted collectable amount of £232.2m.

180. This figure is based on the assumption that the Council will collect at least 99% of the amount billed. The Council will always pursue 100% collection, however to allow for non-collection the actual amount billed will therefore be more than the budget.

181. This figure may also vary during the year to take account of changes to Council Tax Support payments, the granting of discounts and exemptions, and changes in numbers and value of properties. The amount billed to date is £235.3m.

Table 3 – Cheshire East Council collects Council Tax on behalf of other precepting authorities

	£m
Cheshire East Council	191.1
Cheshire Police and Crime Commissioner	23.7
Cheshire Fire Authority	10.5
Town and Parish Councils	6.9
Total	232.2

182. **Table 4** shows collection rates for the last three years, and demonstrates that 99% collection is on target to be achieved within this period.

Table 4 – Over 99% of Council Tax is collected within three years

Financial Year	CEC Cumulative			
	2013/14	2014/15	2015/16	2016/17
	%	%	%	%
After 1 year	98.1	97.9	98.1	98.3
After 2 years	99.0	98.9	99.0	**
After 3 years	99.3	99.3	**	**

* year to date

**data not yet available

183. The Council Tax collection rate for first quarter 2017/18 is 30%, a small decrease on the previous year.

184. Council Tax support payments (including Police and Fire) were budgeted at £16.2m for 2017/18 and at the end of the first quarter the total council tax support awarded was £14.8m. The Council Tax Support caseload has reduced since April 2014 and there have been more reductions in the Council Tax Support awards in the year than increased or new awards.
185. No changes were made to the Council Tax Support scheme for 2017/18. The scheme was agreed by full Council in December 2016.
186. Council Tax discounts awarded are £20.9m which is broadly in line with the same period in 2016/17.
187. Council Tax exemptions awarded total £4.3m which is broadly in line with the same period in 2016/17.

Non-Domestic Rates (NDR)

188. NDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes annually in line with inflation and takes account of the costs of small business rate relief.
189. The small business multiplier applied to businesses which qualify for the small business relief was set at 46.6p in 2017/18. The non-domestic multiplier was set at 47.9p in the pound for 2017/18.
190. Cheshire East Council continues to be in a pooling arrangement with the Greater Manchester (GM) Authorities (also includes Cheshire West and Chester for 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 Greater Manchester 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.

191. The Cheshire and GM Pool are also taking part in a pilot scheme where the pool is 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.
192. **Table 5** demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

Table 5 – Over 99% of Business Rates are collected within three years

Financial Year	CEC Cumulative			
	2013/14	2014/15	2015/16	2016/17
	%	%	%	%
After 1 year	98.2	98.1	98.1	97.7
After 2 years	99.2	99.3	99.1	**
After 3 years	99.6	99.7	**	**

**data not yet available

193. The business rates collection rate for the first quarter of 2017/18 shows a slight increase against 2016/17 to 29.7%.

Capital Programme 2017/21

194. Since reporting the Capital Programme for the Budget Book in February 2017 the overall forecast expenditure for the next three years has increased by £32.1m as shown in **Table 6**.

Table 6 – Summary Capital Programme

	Original Forecast Budget 2017/21 £m	Amendments to Original Forecast Budget 2017/21 £m	Amended FQR Forecast Budget 2017/21 £m	Budget Reductions £m	SCE's £m	Revised Total Forecast Budget 2017/21 £m
People Directorate	40.5	1.9	42.4	(0.2)	(0.5)	41.7
Place Directorate	225.9	14.6	240.5	(1.5)	0.3	239.3
Corporate Directorate	66.1	17.0	83.1	-	0.5	83.6
	332.5	33.5	366.0	(1.7)	0.3	364.6

195. £15.3m of the change relates to slippage where expenditure had been forecast to be spent by the 31st March 2017, but has now been carried forward in to the 2017/21 programme so that the on-going projects can be completed.

196. There were a number of Officer Decision records approved within the quarter where amounts have been requested from the Capital Addendum that have now been given the go ahead and have been moved in to the main capital programme to commence expenditure in 2017/18. These include the Organic Waste Treatment site £12.5m, the Crewe HS2 Hub project development £3.0m and Crewe Town Centre £0.3m.

197. There have also been a number of smaller 2017/18 Supplementary Capital Estimates already approved within the quarter of £1.2m which includes the A500 dualling project £0.9m as well as a number of S106 and S278 schemes totalling £0.3m which makes up

the £33.5m movement from the reported budget position in February 2017 and the amended forecast position.

198. At first quarter review we have a further £0.3m of Supplementary Capital Estimates which primarily relates to Disabled Facilities Grant (£0.250m). This is the additional amount received above the grant estimated when the budget was approved in February 2017.

199. There is also £1.7m of budget reductions that relate to the realignment of the three Connecting Cheshire projects within the approved capital programme.

200. The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 7**.

Table 7 – Capital Funding Sources

	Original Budget £m	FQR Total Forecast Budget £m	Change £m
Grants	167.8	172.4	4.6
External Contributions	41.0	51.4	10.4
Cheshire East Resources	123.7	140.8	17.1
	332.5	364.6	32.1

Capital Budget 2017/18

201. At the first quarter review stage the Council is forecasting actual expenditure of £117.7m. The in-year budget for 2017/18 has been revised from the budget book position of £116.2m to reflect the forecast expenditure for the financial year and any slippage reported at outturn and slipped to future years.

202. Since the start of 2017/18, slippage on the capital programme has been measured on schemes that are at the Gateway 2 stage. These are classed as committed schemes as these schemes should have commenced prior to or during 2017/18 and have a detailed forecast expenditure plan in place. Schemes will be monitored on their progress during the year and re-categorised quarterly. This includes the net impact in 2017/18 of supplementary capital estimates, virements and budget reductions listed in **Appendices 5 to 8**.
203. **Table 8** below shows the actual expenditure incurred on those schemes against the revised Outturn Budget.

Table 8 – 2017/18 Revised Budget compared to Original Budget

Committed Schemes	Original Budget	Revised FQR Budget	Forecast Expenditure	Current Forecast Over / Underspend
	£m	£m	£m	£m
People Directorate	12.8	9.6	9.6	-
Place Directorate	36.7	52.4	52.4	-
Corporate Directorate	35.3	37.9	37.9	-
Total Committed Schemes	84.8	99.9	99.9	-

204. At the first quarter stage we have revised the in-year budget to align with the latest in-year forecast expenditure for 2017/18. There has been a marked increase in the Place in-year budget and forecast and this is mainly due to the slippage from 2016/17 being brought in to 2017/18, the addition of the Crewe HS2 Hub development project £3.0m and the A500 Dualling increase in budget of £0.860m.
205. A number of other Highways projects such as Crewe Green Roundabout (£1.2m) and Sydney Road Bridge (£1.2m) have

brought forward expenditure that had been assumed would have been spent in later years but are due to be spent in 2017/18.

206. There has been a slight increase within the Corporate Directorate £2.6m due to slippage from 2016/17 and a decrease within the People Directorate £3.2m as forecast expenditure has been slipped to future years.
207. **Appendix 5** details requests of Supplementary Capital Estimates and Virements up to and including £250,000 approved by delegated decision which are included for noting purposes only.
208. **Appendix 6** details requests for two virements within the People Directorate totalling £977,000, the first for Weaver Primary School of £477,000 for a mobile replacement/upgrade project and the second to the Schools Capital Maintenance Project managed by Facilities Management for the ongoing condition works on the Local Authority maintained schools.
209. **Appendix 8** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

Central Adjustments

Capital Financing Costs and Treasury Management

210. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These costs are partly offset by the interest the Council earns from temporary investment of its cash balances during the year. The capital financing budget of £14m accounts for 6% of the Council's net revenue budget.

211. Investment income to June 2017 is £78,000 which is equal to the budgeted income for the period. However, offsetting this are costs of £33,000 arising from temporary borrowing. The level of cash balances and the need for temporary borrowing has arisen from the decision to pay past service pension deficit contributions for the next three years in one advance payment of £45m in April 2017. The discount available from early payment more than offsets the costs of temporary borrowing. The forecast benefit over the three year period is around £2m which will be support mitigation of future service costs as appropriate. The level of temporary borrowing has been in excess of immediate cash needs but this allows a liquidity safety net and maintenance of investments in the Churches Charities and Local Authorities (CCLA) Investment Management Ltd property fund and other funds which pay a higher return than the cost of borrowing.

- The average lend position (the 'investment cash balance') including managed funds up to the end of June 2017 is £37.6m
- The average annualised interest rate received on in-house investments up to the end of June 2017 is 0.35%
- The average annualised interest rate received on the externally managed property fund up to the end of June 2017 is 4.75%
- The average temporary borrowing position up to the end of June 2017 is £31.4m
- The average annualised interest rate paid on temporary borrowing up to the end of June 2017 is 0.41%

212. The Council's total average interest rate on all investments for the period April to June is 1.22%. The returns continue to exceed our

benchmark, the London Inter-bank Bid Rate for 7 days at 0.21%, and our own performance target of 0.75% (Base Rate + 0.50%).

Table 9 – Interest Rate Comparison

Comparator	Average Rate to 30/06/2017
Cheshire East	1.22%
LIBID 7 Day Rate	0.21%
LIBID 3 Month Rate	0.33%
Base Rate	0.25%
Target Rate	0.75%

213. It is likely that further borrowing will be required throughout the current year and in future years. At the moment this need is being met by temporary borrowing from other Local Authorities which is considerably cheaper than other sources of borrowing. If the predicted interest environment changes or the availability of temporary borrowing reduces then this strategy will be re-assessed.

214. At the first quarter position we are expecting to fully utilise the £14.0m budget allocated for Capital Financing activities. The Section 151 Officer is exploring options to revise the approach to calculating the Minimum Revenue Provision (MRP) to release revenue funding and mitigate overspending on services. Liaison with the Council's treasury management advisors, Arlingclose, has taken place and proposals will be confirmed, and approved where appropriate, during 2017/18.

215. Our ability to remain within the £14m cap on Capital Financing is dependent on achieving capital receipts of £7.9m in 2017/18 to

finance capital expenditure. To date, two assets have been sold generating total receipts of £0.3m. The Section 151 Officer is exploring options to capitalise costs of transformation in line with recent guidelines issued by the Treasury. This approach can mitigate overspending of the revenue budget. Proposals will be confirmed, and approved where appropriate, during 2017/18.

216. All investments are made in accordance with the parameters set out in the Treasury Management Strategy Statement approved by Council on 23rd February 2017. Further details of counterparty limits and current investments are given in **Appendix 9**.
217. The Council has maintained the £7.5m investment in the CCLA managed property fund. The underlying value of this fund had been devalued following the 'Brexit' referendum but has since been increasing in value. The current value of the units in the fund if sold is £7.6m which is slightly higher than the original invested amount. However, the fund continues to generate income of 4.75%.
218. Most other investments currently held are short term for liquidity purposes. Fixed or longer term investments would require additional temporary borrowing which is currently being assessed as the investment returns would exceed the borrowing costs. This is permissible under the treasury strategy providing the Council remains within authorised limits set in relation to the capital financing requirement (CFR).
219. Full details of current investments and temporary borrowings are shown in **Appendix 9**.

Central Contingencies and Contributions

220. A budget of £1.2m is held centrally to meet past service Employer Pension contributions relating to staff transferred to the new supplier companies. Net unallocated corporate savings budgets of £1.1m are also currently held centrally. It is forecast that spend on these areas will be £1.0m over budget due to expectations around the achievability of the savings and additional pension costs charged to this budget. In addition a transfer of £0.2m from earmarked reserves relating Fairer Power is no longer going to take place.

Debt Management

221. The balance of outstanding debt has reduced by £0.3m since quarter four of 2016/17 mainly due to settlement of invoices raised by ICT. Balances remain within forecast levels and adequate provisions have been made. Details of the Council's invoiced debt position are contained in **Appendix 11**.

Outturn Impact

222. The impact of the projected service outturn position is to decrease balances by £9.2m as reported above (**para 167**).
223. Taken into account with the central budget items detailed above (**para 220**), the financial impact described in this report could result in a reduction in balances of £10m as summarised in **Table 10**.

Table 10 – Impact on Balances

	£m
Service Net Budget Outturn	(9.2)
Central Budgets Outturn	(0.9)
Specific Grants Outturn	0.1
Total	(10.0)

Management of Council Reserves

- 224. The Council’s Reserves Strategy 2017-20 states that the Council will maintain reserves to protect against risk and support investment. The Strategy forecast that the risk assessed level of reserves is currently £10.1m.
- 225. The opening balance at 1st April 2017 in the Council’s General Reserves was £10.3m as published in the Council’s Draft Statement of Accounts for 2016/17.
- 226. Without the planned proactive and robust development of mitigating actions to address the potential overspend on service budgets the current forecast overspend would result in the General Reserves being fully depleted by the end of this year.

- 227. A mitigation plan is being developed to deliver a balanced revenue outturn position and maintain General Reserves at or close to the level planned in the 2017-20 Reserves Strategy. Overall the Council remains in a strong financial position relative to most other Councils.
- 228. The Council also maintains Earmarked Revenue reserves for specific purposes. At 31st March 2017 balances on these reserves stood at £48.9m, excluding balances held by Schools.
- 229. During 2017/18, an estimated £11.9m will be drawn down and applied to fund service expenditure specifically provided for. Service outturn forecasts take account of this expenditure and funding. Where appropriate, further earmarked reserves will be re-allocated to General Reserves to maintain an adequate level of General Reserves overall.
- 230. A full list of earmarked reserves at 1st April 2017 and estimated movement in 2017/18 is contained in **Appendix 12**.

3. Workforce Development

231. This section sets out the Council’s activities and progress in relation to HR, Organisational Development, Health and Safety and Workforce Development plans and changes for the first quarter 2017/18.

Culture and Values

232. Work continues to build from the feedback given in the June 2016 staff survey. Action plans have been developed by all senior management teams, working with colleagues across the services. A Corporate Governance Group is established to review progress of the action plans at regular intervals and update communications to staff which have been undertaken through a special edition of Team Voice. Staff Survey focus groups are scheduled to take place during July within each Directorate. The focus groups will focus on five broad themes - Leadership and Management, Development and Opportunities, Communication and Engagement, Health and Wellbeing, Culture. A summary report will be provided to Cabinet and Staffing Committee once the focus groups are concluded.

233. The Making a Difference employee recognition scheme continues to be popular with staff. During the period April to June the following nominations have been made:

- Made my Day nominations - 154
- Making a Difference monthly nominations - 34

234. Following a successful Innovation Event for senior managers in March which enabled nine problem owners to develop creative ideas to breakthrough an issue or take forward an opportunity, a

second Innovation Event has been scheduled for September and will be taking place in Crewe.

Building Capability and Capacity

235. The Corporate Training Programme and Continuous Professional Development Portfolios ensure that the Council creates a workforce which is safe, knowledgeable and competent in performing their duties to the highest possible standard, providing the best quality services to the residents and businesses.

236. Over 634 CEC employees attended a range of regulatory and mandatory learning and development opportunities during the first quarter of 2017/18 across both the Corporate Training Programme and the training programmes for Corporate Services, Place and People. A further 13 employees successfully secured funding approval via the Continuous Professional Development Panel for role specific development in quarter one, seeing £16,200 investment.

237. Developing management capability at all levels has continued with a cohort of managers being supported to complete the Institute of Learning and Management (ILM) level 3 Diploma and three managers having now completed their ILM Level 5 Diploma qualifications. Leadership and Management training continues with all Team Managers in Children’s Social Care completing a bespoke management training course and managers in Corporate Resources undergoing skill development days. Leadership and Management development and pathways are being further

supported through the development of a manager resource portal and clear induction programme along with a suite of courses for managers at different levels available on the Corporate Training Programme.

238. The Workforce Development Team continues to work closely with numerous regulatory and professional bodies and links into several local universities and colleges to ensure academia and research based theories are inherent in everything we do, establishing teaching partnerships with Keele and Staffordshire Universities and local Further Education colleges too. Relationships are further developing with Social Work staff undertaking roles supporting student learning at universities and one social worker seconded to Keele University as a development lead. As a recognised centre of excellence, quality assurance measures ensure that all employees and apprentices receive up to date training and surpass expectations of external verification and examination boards, and feel fully supported throughout all stages of their career.

Resourcing and Talent

239. The Council has provided more than five work experience sessions for young adults and school children during quarter one. Programmes continue to enable undergraduate and postgraduate students the opportunity to undertake placements within service areas of the Council. Planning is underway to offer a large number of social work placements for students at partner universities within both Children's and Adult Social Care teams. The Workforce Development Team has worked closely with other Local Authorities as part of the 'Learning Together Partnership' to recruit two social work students on the DfE funded Step Up to Social Work scheme, to start in January 2018. Work is starting in Adult Social Care to join the National Graduate Scheme to provide placements for talented graduates across the Service. Two further students who

completed placements with Cheshire East Council in Children's Social Care have secured permanent social work roles on completion of their studies in 2017. The Workforce Development Team is also working with other Services including Environmental Health and Accountancy to consider undergraduate and graduate placements.

240. The Workforce Development Team has concentrated its efforts this quarter on launching the new process for the funding of apprenticeships across the Council, ASDVS and maintained schools. Since the funding reforms came into effect from 1st May, we have appointed 14 new apprentices and have 18 live vacancies. We have also developed a management and leadership programme for the Council to be funded via the apprenticeship levy, with a launch date of October 2017. A performance framework is now in place and Heads of Service will receive monthly updates on progress towards the Council's target. All maintained schools have been briefed on the new procedure.
241. The Council continues to offer opportunities for Graduate and Staff Development. Progression pathways are in place across several services and in development in others such as the Libraries and HR Teams to offer development from entry to management roles, offering a clear career route and tailored opportunities for existing staff, recent graduates and apprentices.

Reward and Recognition

242. To enhance the range of employee benefits an online "Rewards Centre" continues to be well received with more than 1,328 staff (31%) now signed up. The Rewards Centre provides staff with over 6,000 different discounts and offers for well known high street retailers, days out, holidays, etc., including discounts at over 120,000 outlets. Currently the most popular retailers for staff are

Sainsbury's, Tesco, Argos, Boots, M&S, Morrison's, Costa Coffee, Ikea and discounted cinema tickets. Available through telephone, mobile, or website ordering, the Rewards Centre will help staff make their money go further and will support the attraction and retention of employees.

Education HR Consultancy

243. The Education HR consultancy continue to offer and provide two levels of service, Gold and Silver, with the Silver Service having no on-site support to schools and academies. Buy back from September 2017 remains positive, but market conditions are becoming more difficult with the increase in multi-academy trusts resulting in a loss of some business. Some establishments however, who moved away from buying back HR Consultancy services are now coming back.

Health and Safety

244. The Corporate Health & Safety Service was awarded a fifth consecutive RoSPA Award for Health & Safety achievements. The Commended award recognised that the Council's portfolio submission reached third place across England and Wales, (excluding London) in the competitive section of the Public Services and Local Government Sector.

245. Buy-back from Schools for delivery of Health & Safety services during the academic year of 2017/2018 has opened and the response so far is encouraging. The option to buy-back remains open until September 2017.

Staffing Changes

246. As shown in **Table 11** below, Cheshire East's overall headcount and FTE number of employees remained largely unchanged over the first quarter of 2017/18.

Table 11: Cheshire East Council Employee Headcount and FTE Figures

Directorate / Service	Employee FTE Apr-17	Employee FTE Jun-17	Employee Headcount Apr-17	Employee Headcount Jun-17
Corporate	823.4	826.2	980	982
Customer Services	273.4	274.0	346	347
Finance and Performance	81.4	81.5	84	84
Human Resources	42.3	40.3	48	46
ICT	178.0	178.9	184	185
Legal and Democratic Services	97.2	99.3	128	129
Communications and Media	11.9	11.9	12	12
Professional Services	118.3	118.3	156	156
Business Management	19.0	19.0	20	20
People	1706.4	1700.1	2273	2264
Adult Social Care and Health	933.3	932.1	1150	1148
Children's Services	772.1	767.0	1122	1115
Place	303.4	309.4	378	381
Growth and Regeneration	81.6	80.6	89	88
Infrastructure and Transport	44.1	47.8	46	49
Lifelong Learning	10.2	9.2	12	11
Planning and Sustainable Development	72.8	71.0	75	73
Rural and Green Infrastructure	93.7	98.8	155	158
Cheshire East Council Total	2835.3	2837.6	3623*	3621*

***Note:** The Chief Executive has not been included in any of the Directorate / Service information, but is counted in the overall Cheshire East Council headcount and FTE figures; similarly Executive / Directors and/or "Business Managers" will not appear in the "Service" totals but will appear in the overall "Directorate" figures. Employees with multiple assignments across services will appear in the headcount figures for each service, but will only be counted once in the total CEC headcount figure; where an employee has multiple assignments in the same service they will appear in the overall headcount figure only once for that service.

Agency workers

247. Agency workers provide a valuable component of the Council’s workforce – providing short term cover, project work and flexible specialist skills to maintain service delivery in areas such as social services, ICT and other professional services. The table below provides a summary of active agency worker assignments in April and June 2017, and shows agency workers as a percentage of all workforce assignments, excluding casuals, active at the end of the specified month (*i.e. excluding assignments ending before the final day of the month*).

Table 12: Number and percentage of agency workers

	Number of assignments active during Apr 17	Number of assignments active during Jun 17	% of all workforce assignments on 30 Apr 17	% of all workforce assignments 30 Jun 17
People	118	101	3.1%	3.0%
Place	7	5	1.2%	1.0%
Corporate Services	105	100	7.8%	7.9%
Cheshire East Council	230	206	4.2%	4.1%

Absence

248. During the first quarter (Apr-May-Jun) of 2017/18 absence levels overall were slightly lower than the same period in the previous three financial years. The Council’s target absence rate for 2017/18 is 10 days lost per FTE employee; the Council’s absence rate was 11.14 days lost per FTE employee in the two previous financial years.

Table 13: Cumulative average days lost to sickness per FTE employee by financial year, since 2014/15 during quarter one and, where available, for the full financial year

Cheshire East (excluding Schools)	2014/15	2015/16	2016/17	2017/18
Q1 (Apr-May-Jun) Absence	2.91	2.61	2.61	2.50
Full Financial Year Absence	11.97	11.14	11.14	

Voluntary Redundancies

249. The Council’s voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy.

250. Three people have left the Council under voluntary redundancy terms in quarter one, two of whom held posts within the management grades (Grade 10 or above). The total severance cost for all employees was £288,985 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £805,133 (which is the combined accumulated costs of the deleted posts).

Appendices to First Quarter Review of Performance 2017/18

September 2017

Appendix 1 Cheshire East Council Strategic Outcomes



Appendix 2 Changes to Revenue Budget 2017/18 since Original Budget

	Original Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Quarter 1 Net Budget £000
PEOPLE				
Directorate	8,033	123	2,422	10,578
Children's Social Care	33,415	113	(154)	33,374
Education & 14-19 Skills	2,438	-	(2)	2,436
Prevention & Support	9,505	459	(487)	9,477
Adult Social Care Commissioning	97,494	-	(30,017)	67,477
Adult Social Care Operations	-	-	27,972	27,972
Public Health & Communities	4,147	-	(1,334)	2,813
	155,032	695	(1,600)	154,127
PLACE				
Directorate	(1,136)	-	56	(1,080)
Planning & Sustainable Development	1,085	-	1,433	2,518
Infrastructure & Highways	13,375	-	141	13,516
Growth & Regeneration	5,092	-	(251)	4,841
Rural & Cultural Economy	2,755	-	76	2,831
	21,171	-	1,455	22,626

	Original Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Quarter 1 Net Budget £000
CORPORATE				
Directorate	(1,157)	-	1,232	75
Client Commissioning :				
Leisure	2,260	-	133	2,393
Environmental	27,656	-	72	27,728
Customer Operations	9,317	74	109	9,500
Legal Services	8,259	64	(742)	7,581
Human Resources	2,719	-	(179)	2,540
Finance & Performance	3,204	-	(2)	3,202
Professional Services	14,596	-	(144)	14,452
ICT	6,066	-	(228)	5,838
Communications	625	-	(9)	616
	73,545	138	242	73,925
CORPORATE UNALLOCATED				
Corporate Unallocated	(1,060)	-	(56)	(1,116)
	(1,060)	-	(56)	(1,116)
TOTAL SERVICE BUDGET	248,688	833	41	249,562
CENTRAL BUDGETS				
Capital Financing	14,000	-	-	14,000
Corporate Contributions	1,163	-	-	1,163
Contribution to / from Reserves	(148)	-	1	(147)
	15,015	-	1	15,016
TOTAL BUDGET	263,703	833	42	264,578

	Original Net Budget £000	Additional Grant Funding £000	Restructuring & Realignments £000	Quarter 1 Net Budget £000
CENTRAL BUDGETS FUNDING				
Business Rates Retention Scheme	(40,973)	-	-	(40,973)
Revenue Support Grant	(13,415)	-	-	(13,415)
Specific Grants	(16,909)	(833)	(42)	(17,784)
Council Tax	(191,056)	-	-	(191,056)
Sourced from Collection Fund	(1,350)	-	-	(1,350)
TOTAL CENTRAL BUDGETS FUNDING	(263,703)	(833)	(42)	(264,578)
FUNDING POSITION	-	-	-	-

Note: Budget variation to MTFS, of £0.1m, relates to rounding of the detailed budgets

Appendix 3 Corporate Grants Register

Corporate Grants Register 2017/18		Original Budget	Revised Forecast	Change	SRE / Balances
			FQR		(Note 2)
		2017/18	2017/18	2017/18	
<i>Note</i>		£000	£000	£000	
SPECIFIC USE (Held within Services)					
PEOPLE					
Schools	1	156,113	152,173	(3,940)	
Children & Families		-	720	720	
Adult Social Care		-	9,022	9,022	
Communities		78,068	79,219	1,151	
Public Health		16,833	16,833	-	
Total		251,014	257,967	6,953	
PLACE					
Growth and Regeneration		-	1,157	1,157	
Planning and Sustainable Development		-	521	521	
Directorate		-	787	787	
Total		-	2,465	2,465	
TOTAL SPECIFIC USE		251,014	260,432	9,418	
GENERAL PURPOSE (Held Corporately)					
Central Funding					
Revenue Support Grant		13,415	13,415	-	
Total Central Funding		13,415	13,415	-	

Corporate Grants Register 2017/18	Original Budget	Revised Forecast	Change	SRE / Balances (Note 2)		
					FQR	
					2017/18	2017/18
Note	£000	£000	£000			
People - Directorate						
Extended Rights to Free Transport	-	123	123	SRE		
People - Children & Families						
Tackling Troubled Families	195	654	459	SRE		
Staying Put Implementation Grant	-	113	113	SRE		
People - Adult Social Care & Independent Living						
Independent Living Fund	917	917	-			
Adult Social Care Support Grant	1,457	1,457	-			
Place						
Adult Skills (Lifelong Learning)	706	706	-			
Lead Local Flood Authorities	14	14	-			
Corporate - Customer Operations						
Housing Benefit and Council Tax Administration	1,209	1,209	-			
NNDR Administration Grant	506	506	-			
Universal Support Grant	-	62	62	SRE		
Business Rates Relief Schemes: Payment of New Burdens 2017/18	-	12	12	SRE		

Corporate Grants Register 2017/18	Original Budget	Revised Forecast	Change	SRE / Balances
		FQR		(Note 2)
	Note	2017/18 £000	2017/18 £000	2017/18 £000
Corporate - Chief Operating Officer				
New Homes Bonus		8,254	8,254	-
New Homes Bonus: Returned Funding Grant 2017/18		-	96	96
Education Services Grant		678	678	-
Transitional Funding		2,974	2,974	-
Transition to Individual Electoral Registration 2017/18		-	64	64
Total Service Funding		16,910	17,839	929
TOTAL GENERAL PURPOSE		30,325	31,254	929
TOTAL GRANT FUNDING		281,339	291,686	10,347

Notes

- 1 The Dedicated Schools Grant, Pupil Premium Grant, Sixth Form Grant and Other School Specific Grant from the Education Funding Agency (EFA) figures are based on actual anticipated allocations. Changes are for in-year increases/decreases to allocations by the DfE and conversions to
- 2 SRE - Supplementary Revenue Estimate requested by relevant service.

Appendix 4 Summary Capital Programme and Funding

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			
	FQR	Reductions	Reductions	Budget			
	2017/18	During Quarter	2017/18	FQR	2017/18	2018/19	2019/20 and
£000	2017/18	2017/18	£000	£000	£000	Future Years	£000
People Directorate							
Adults, Public Health and Communities							
Committed Schemes - In Progress	944	(833)	-	111	111	833	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Children's Social Care (Incl. Directorate)							
Committed Schemes - In Progress	386	(277)	-	109	109	277	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Education and 14-19 Skills							
Committed Schemes - In Progress	12,131	(2,726)	(277)	9,128	9,128	4,610	1,763
New Schemes and Option Developments	4,492	(2,799)	-	1,693	1,693	22,665	-
Prevention and Support							
Committed Schemes - In Progress	757	(266)	(241)	250	250	266	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Total People Directorate	18,710	(6,901)	(518)	11,291	11,291	28,651	1,763

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			2019/20 and
	FQR	Reductions	Reductions	Budget	2017/18	2018/19	Future Years
	2017/18	2017/18	2017/18	2017/18	£000	£000	£000
Place Directorate							
Infrastructure and Highways (inc Car Parking)							
Committed Schemes - In Progress	40,455	(1,596)	6	38,865	38,865	43,554	87,745
New Schemes and Option Developments	10,262	3,256	-	13,518	13,518	12,122	11,372
Growth and Regeneration							
Committed Schemes - In Progress	16,591	(4,767)	(714)	11,110	11,110	11,787	3,480
New Schemes and Option Developments	2,659	(2,475)	-	184	184	2,475	-
Rural and Cultural Economy							
Committed Schemes - In Progress	2,503	(17)	-	2,486	2,486	486	129
New Schemes and Option Developments	-	-	-	-	-	-	-
Total Place Directorate	72,470	(5,599)	(708)	66,163	66,163	70,424	102,726

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			2019/20 and
	FQR	Reductions	Reductions	Budget	2017/18	2018/19	Future Years
	2017/18	2017/18	2017/18	2017/18	£000	£000	£000
Corporate Directorate							
Customer Operations							
Committed Schemes - In Progress	276	-	-	276	276	30	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Finance and Performance							
Committed Schemes - In Progress	2,926	-	-	2,926	2,926	-	-
New Schemes and Option Developments	-	-	-	-	-	-	-
Professional Services							
Committed Schemes - In Progress	5,184	(296)	250	5,138	5,138	3,692	3,000
New Schemes and Option Developments	-	-	-	-	-	-	-
ICT							
Committed Schemes - In Progress	16,253	510	-	16,763	16,763	11,495	4,570
New Schemes and Option Developments	-	-	-	-	-	-	-

Service	In-Year	SCE's	SCE's	Revised	Forecast Expenditure		
	Budget	Virements	Virements	In-Year			2019/20 and
	FQR	Reductions	Reductions	Budget	2017/18	2018/19	Future Years
	2017/18	2017/18	2017/18	2017/18	£000	£000	£000
Client Commissioning - Environmental							
Committed Schemes - In Progress	11,673	36	(34)	11,675	11,675	302	370
New Schemes and Option Developments	1,430	220	-	1,650	1,650	2,550	9,400
Client Commissioning - Leisure							
Committed Schemes - In Progress	3,551	(2,445)	-	1,106	1,106	6,000	1,926
New Schemes and Option Developments	720	-	-	720	720	-	-
Total Corporate Directorate	42,013	(1,975)	216	40,254	40,254	24,069	19,266
Committed Schemes - In Progress	113,630	(12,677)	(1,010)	99,943	99,943	83,332	102,983
New Schemes and Option Developments	19,563	(1,798)	-	17,765	17,765	39,812	20,772
Total Net Position	133,193	(14,475)	(1,010)	117,708	117,708	123,144	123,755

Funding Sources	2017/18	2018/19	2019/20 and
	£000	£000	Future Years £000
Grants	33,855	81,991	56,627
External Contributions	8,257	3,480	39,653
Cheshire East Council Resources	75,596	37,673	27,475
Total	117,708	123,144	123,755

Appendix 5 Approved Supplementary Capital Estimates and Virements up to £250,000

Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements that have been made up to £250,000		
Supplementary Capital Estimates		
Education and 14-19 Skills		
Kitchens block (Gas interlock)	5,000	Contribution from Hurdsfield Primary School towards works to undertake a refurbishment of kitchen facilities.
S278s		
Moss Lane Bridge.	277	Additional funding required to match Developers forecast expenditure.
S278 Signal Jct, London Rd	5,000	Increase the budget to match the additional funding from the Developer
Growth and Regeneration		
Disabled Facilities Grant	246,159	To increase the budget to match the amount of grant available.
Central Heating Fund	340	To increase the budget to match the amount of grant received.
Total Supplementary Capital Estimates Requested	256,776	

Capital Scheme	Amount Requested £	Reason and Funding Source
Summary of Supplementary Capital Estimates and Capital Virements that have been made up to £250,000		
Capital Budget Virements		
Education and 14-19 Skills		
Schools Condition Capital Grant	5,254	} Surplus fund vired back to Schools Condition Capital Grant for re-allocation as schemes completed at Disley Primary School and Puss Bank Mobile.
Schools Condition Capital Grant	2,084	
ICT		
Enterprise Resource Planning	150,000	Following the creation of the Best4Business Project which is currently seeking to establish a business case, funding from the Council's Core Financials Programme was identified, which had not been spent during 2016/17 and is requested to be transferred to the programme for spending on the project during the procurement phase in the early part of 2017/18.
Total Capital Budget Virements Approved	157,338	
Total Supplementary Capital Estimates and Virements	414,114	

Appendix 6 Request for Supplementary Capital Estimates and Virements above £250,000

Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to approve the Supplementary Capital Estimates and Virements above £250,000 up to and including £1,000,000		
Supplementary Capital Estimates		
Total Supplementary Capital Estimates Requested	-	
Capital Budget Virements		
Education and 14-19 Skills		
Weaver Primary School - Mobile	477,000	Virement from Capital Condition Grant for works to address condition issues for mobile classrooms at Weaver Primary School.
Professional Services		
Schools Capital Maintenance	500,000	Virement of the funding for the Condition block to be managed by Facilities Management for ring fenced use on Schools and Children's Centres.
Total Capital Budget Virements Requested	977,000	
Total Supplementary Capital Estimates and Virements	977,000	

Appendix 7 Request for Supplementary Capital Estimates and Virements above £1,000,000

Capital Scheme	Amount Requested £	Reason and Funding Source
Cabinet are asked to request Council to approve the Capital Virements and SCEs over £1,000,000		
Supplementary Capital Estimates		
Total Supplementary Capital Estimates Requested	-	
Capital Budget Virements		
Total Capital Budget Virements Requested	-	
Total Supplementary Capital Estimates and Virements	-	

Appendix 8 Capital Budget Reductions

Capital Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason and Funding Source
Cabinet are asked to note the reductions in Approved Budgets				
Prevention and Support				
Purchase of Multi Purpose Vehicles - Working on Wheels	341,721	100,274	241,447	Scheme is not progressing as a second vehicle is no longer required.
Growth and Regeneration				
Connecting Cheshire	30,483,758	29,523,759	959,999	Budget no longer required as now incorporated in the Connecting Cheshire 2020 budget which has already been approved.
Connecting Cheshire Phase 2	6,534,800	6,234,802	299,998	Due to revised Expenditure forecasts the full budget is no longer required
Connecting Cheshire 2020	7,400,000	7,250,000	150,000	Due to revised Expenditure forecasts the full budget is no longer required
Client Commissioning - Environmental				
Middlewich Parks Project. Formerly named (Pub Open Spaces-King St)	155,399	146,513	8,886	Project is now complete.
Coronation Valley, Queens Park	139,000	138,064	936	Budget reduction required as grant income received is less than reported.
Dutton Way Playground	40,000	37,620	2,380	Project is now complete.
Barnaby Poynton Playing Fields	22,489	18,977	3,512	Project is now complete.
Ollerton Playing Fields	42,243	40,543	1,700	Project is now complete.
Congleton Park Improvements	117,270	101,596	15,674	Project is now complete.
Ilford Imaging Site, Mobberley, Knutsford	46,900	46,300	600	Project is now complete.
South Park Action Zone S106	407,261	406,897	364	Project is now complete.
Total Capital Budget Reductions	45,730,841	44,045,345	1,685,496	

Appendix 9 Treasury Management

Counterparty Limits and Investment Strategy

1. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. The maximum amount and duration of investments with any institution depends on the organisations credit rating, the type of investment and for banks and building societies, the security of the investment. Generally credit rated banks and building societies have been set at a maximum value of £6m for unsecured investments and £12m for secured investments. Any limits apply to the banking group that each bank belongs to. Limits for each Money Market fund have been set at a maximum value of £12m per fund with a limit of 50% of total investments per fund. There is also a maximum that can be invested in all Money Market Funds at any one time of £50m. Due to their smaller size, unrated Building Societies have a limit of £1m each.
2. The limits in the Treasury Management strategy also apply to investments in foreign banks with a limit of £12m per country. There were no foreign investments held at 30th June 2017.
3. To maintain diversification of investments over a broader range of counterparties, the Council is also investing with other Local Authorities and some unrated Building Societies on advice from our treasury advisors who are monitoring their financial standing in the absence of any normal credit rating.
4. The Council is also making use of some Variable Net Asset Value (VNAV) Money Market Funds which invest for a slightly longer duration than the standard money market funds but where the

rate of return can be quite variable. In the last three months these have returned 0.44% with some underlying capital growth.

5. Investment activity has been limited due to liquidity and the need to take temporary borrowing. All borrowings have been sourced from other Local Authorities. New borrowings are being taken on a month to month basis where the cost (including fees) is around 0.20%. This compares favourably with other forms of borrowing such as PWLB where the cost is around 1.20% for a one year loan.
6. **Chart 1** shows an analysis of the investments by counterparty type. A full analysis of the types of investment and current interest rates achieved is given in **Table 1** with the maturity profile in **Chart 2** which also shows the value of investments potentially subject to bail-in in the event of counterparty failure and those which are exempt from bail in requirements. A full list of current temporary borrowings is shown in **Table 2**.

Chart 1 – Current Investments by Counterparty Type

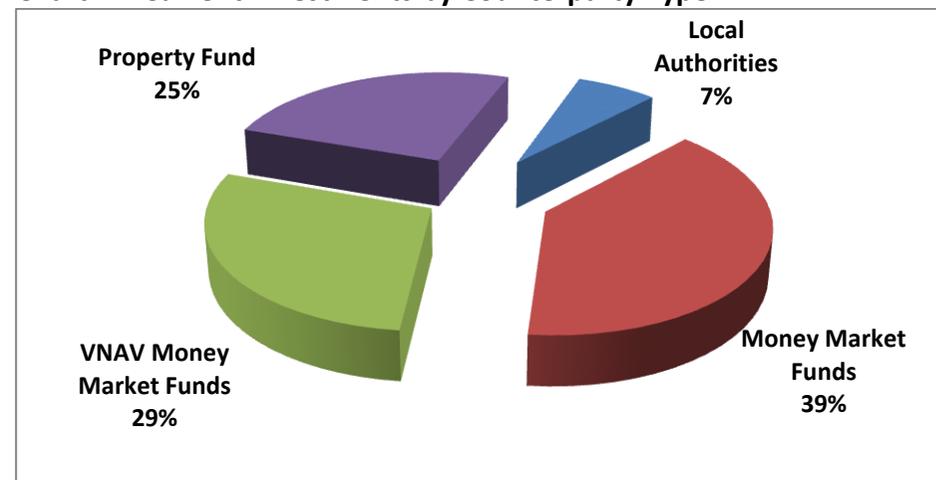


Table 1 – Types of Investments and Current Interest Rates

Instant Access Accounts	Average Rate %	£m
Instant Access Accounts	-	-
Money Market Funds	0.22	11.7

Notice Accounts	Notice Period	Average Rate %	£m
Money Market Funds (VNAV)	2 days	0.27	8.5

Fixed Term Deposits (Unsecured)	Start	Maturity	Rate %	£m
Lancashire County Council	02/12/2015	04/12/2017	1.00	2.0

Externally Managed Funds	£m
Property Fund	7.5

Summary of Current Investments	£m
TOTAL	29.7

Chart 2 – Maturity Profile of Investments

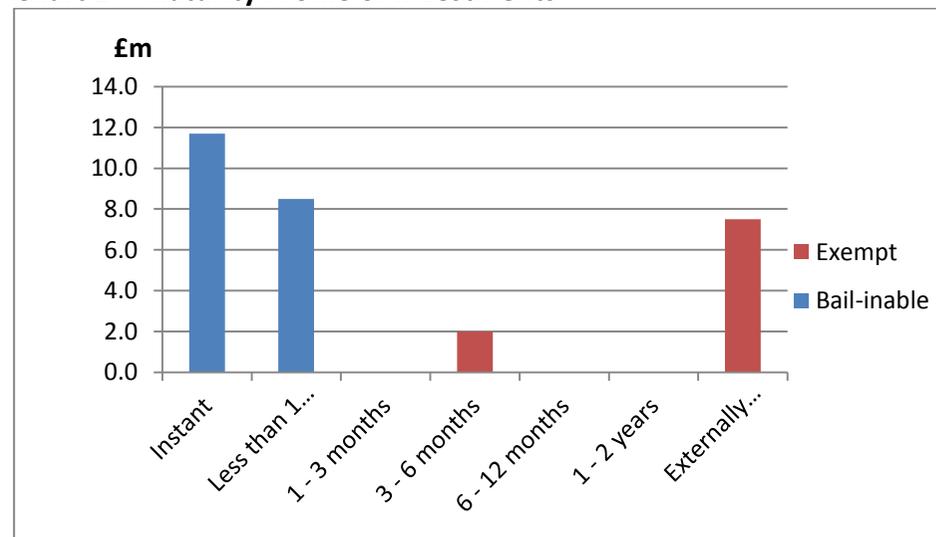


Table 2 – Current Temporary Borrowing

Lender	Start	Maturity	Rate %	£m
Basildon District Council	25/04/17	25/10/17	0.40	4.0
Chichester District Council	27/04/17	27/07/17	0.35	2.0
Royal Borough of Kensington & Chelsea	28/04/17	27/04/18	0.50	5.0
West Yorkshire Police	28/04/17	29/01/18	0.42	3.0
London Borough of Hammersmith & Fulham	28/04/17	27/04/18	0.50	5.0
East Riding of Yorkshire	28/04/17	31/10/17	0.40	5.0
West of England Combined Authority	28/04/17	28/09/17	0.34	3.0
London Borough of Havering	02/05/17	01/05/18	0.52	5.0
Somerset County Council	02/05/17	01/12/17	0.42	5.0
Middlesbrough Council	29/06/17	25/07/17	0.18	3.0
TOTAL				40.0

Appendix 10 Requests for Allocation of Additional Grant Funding

Service	Type of Grant	£000	Details
Corporate – Customer Operations	Universal Support Grant (General Purpose)	62	The purpose of the Grant is to provide funding to the Recipient for the delivery of Personal Budgeting Support and Assisted Digital Support and in accordance with the terms and conditions set out in this Agreement. The Grant shall not be used for any other purpose without the prior written agreement of the Funder.
People Directorate	Extended Rights to Free Transport (Home to School Transport) (General Purpose)	123	The Department for Education provides additional transport funding to local authorities to support children from low-income families to be able to attend schools further from home than the statutory walking distances. The funding is paid as a non-ring-fenced grant paid via the Department for Communities and Local Government under the Local Services Support Grant (section 31 of the Local Government Act 2003).
Children & Families	Staying Put (General Purpose)	113	The purpose of the grant is to provide support for local authorities in England for expenditure lawfully incurred or to be incurred by them, in respect of a young person aged 18 and their former foster carer, who wish to continue living together in a ‘Staying Put’ arrangement. For the purposes of this grant ‘young person’ means a former relevant child who was looked after immediately prior to their 18 th birthday. This supported arrangement can continue until the young person’s 21 st birthday.

Service	Type of Grant	£000	Details
Children & Families	Tackling Troubled Families Grant (General Purpose)	459	<p>In April 2012, the Government launched the Troubled Families Programme, a £448m scheme to incentivise local authorities and their partners to turn around the lives of 120,000 troubled families by May 2015. This programme worked with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work.</p> <p>In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million has been committed to fund the first year of this five year programme. This increased investment is testament to the Government's ongoing commitment to improve the lives of troubled families and as this work is taken to a significantly greater scale, to transform local public services and reduce costs for the long-term.</p>
Corporate - Customer Operations	Business Rates Relief Schemes: Payment of New Burdens 2017/18	12	This grant is intended to fund additional third party costs incurred in the amendment of the revenues system
Corporate - Chief Officer	Transition to Individual Electoral Registration 2017/18	64	The funding is to be used on activities associated with the Individual Electoral Registration (IER) service within the Elections area.
Total		833	

Appendix 11 Debt Management

- Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates) for which the performance related data is contained within Section 2 of this report.
- Annually, the Council raises invoices with a total value of approximately £70m. Around a quarter of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing and Building Control.
- The Council's standard collection terms require payment within 28 days of the invoice date, however, services receive immediate credit in their accounts for income due. The Council uses a combination of methods to ensure prompt payment of invoices. Recovery action against unpaid invoices may result in the use of debt collectors, court action or the securing of debts against property.
- The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection/enforcement agent services (currently provided by Bristow & Sutor). In 2016/17 the team collected £3.8m on behalf of services.
- After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of quarter one was £6.9m. This is a reduction of £0.3m since March 2017 mainly due to settlement of invoices raised by ICT.
- The total amount of service debt over six months old is £3.8m; provision of £3.8m has been made to cover doubtful debt in the event that it needs to be written off.

	Outstanding Debt £000	Over 6 months old £000	Debt Provision £000
People			
Adults, Public Health and Communities	4,418	2,911	2,870
Children's Social Care (Incl. Directorate)	236	23	23
Education and 14-19 Skills	91	-	-
Prevention and Support	184	1	1
Schools	103	10	23
Place			
Planning and Sustainable Development	54	38	38
Infrastructure and Highways (inc Car Parking)	620	297	297
Growth and Regeneration	629	240	240
Rural and Cultural Economy	44	13	13
Regulatory Services	31	2	2
Corporate			
Customer Operations	4	3	3
Legal Services	2	-	-
Democratic Services	5	-	-
Human Resources	16	8	8
Finance and Performance	-	-	-
Professional Services	51	20	20
ICT	90	1	1
Communications	-	-	-
Client Commissioning - Environmental	361	218	218
Client Commissioning - Leisure	11	11	11
	6,950	3,796	3,768

Appendix 12 Earmarked Reserves

Name of Reserve			Forecast Closing	Notes
	Opening Balance	Forcast Movement	Balance 31 st March	
	1 st April 2017	in 2017/18	2018	
	£000	£000	£000	
People				
Adults, Public Health and Communities				
PFI Equalisation - Extra Care Housing	2,060	165	2,225	Surplus grant set aside to meet future payments on existing PFI contract which commenced in January 2009.
Individual Commissioning - Provider Investment & Fees	450	(450)	-	Linked to the S256 contribution towards backdated fees, to be used for provider training.
Public Health	536	-	536	Ring-fenced underspend to be invested in areas to improve performance against key targets. Including the creation of an innovation fund to support partners to deliver initiatives that tackle key health issues.
Communities Investment	583	(345)	238	Amalgamation of promoting local delivery; grant support; new initiatives and additional funding from outturn to support community investment.
Fixed Penalty Notice Enforcement (Kingdom)	59	(59)	-	Surplus Fixed Penalty Notice receipts to be ring-fenced to provide a community fund to address environmental issues .
Transitional Funding - community cohesion	141	(71)	70	Community Cohesion Strategy and Action Plan
Children's Services				
Domestic Abuse Partnership	165	(42)	123	To sustain preventative services to vulnerable people as a result of partnership funding.
Early Intervention and Prevention Investment	984	(346)	638	To continue the planned use of the Early Intervention short term funding allocation agreed for two years from 2016/17.
Parenting Journey	60	(30)	30	The Parenting Journey is in conjunction with Wirral Community Trust Health Visiting Service to integrate Health Visiting, Early Years and Early Help assessments.
Transitional Funding-Developing the 'Cheshire East Way'	130	(56)	74	Delivering better outcomes for children and young people.
Transitional Funding-Increase in Establishment	386	(365)	21	Child Protection Social Workers
Transitional Funding-Independent Travel Training	150	(75)	75	Independent Travel Training

Name of Reserve	Forecast Closing			Notes
	Opening Balance	Forecast Movement	Balance 31 st March	
	1 st April 2017	in 2017/18	2018	
	£000	£000	£000	
Place				
Investment (Sustainability)	2,044	(2,019)	25	To support investment that can increase longer term financial independence and stability of the Council.
Planning and Sustainable Development				
Trading Standards and Regulations	75	(75)	-	Ongoing Trading Standards prosecution case on product safety
Air Quality	80	(40)	40	Provide funding for a temporary Air Quality Officer post for two years.
Strategic Planning	36	(36)	-	To meet potential costs within the Planning Service and Investment Service Structure.
Transitional Funding- air quality	79	(40)	39	Air Quality Management
Infrastructure and Highways				
Parking – Pay and Display Machines	100	(100)	-	Purchase of Pay and Display Machines.
Highways Procurement	276	(226)	50	To finance the development of the next Highway Service Contract.
Winter Weather	230	-	230	To provide for future adverse winter weather expenditure.
Growth and Regeneration				
Royal Arcade Crewe	500	(200)	300	To provide for future costs relating to the Royal Arcade including repairs and maintenance.
Legal Proceedings on land and property matters	150	(150)	-	To enable legal proceedings on land and property matters.
Skills & Growth	446	(446)	-	To achieve skills and employment priorities and outcomes.
Transitional Funding-Low Carbon Heat Growth Programme	51	(28)	23	Low Carbon Heat Growth Programme
Homelessness & Housing Options	200	(200)	-	To prevent homelessness and mitigate against the risk of increased temporary accommodation costs.
Rural & Cultural Economy				
Tatton Park	80	-	80	Ring-fenced surplus on Tatton Park trading account.

Name of Reserve	Forecast Closing			Notes
	Opening Balance	Forecast Movement	Balance 31 st March	
	1 st April 2017	in 2017/18	2018	
	£000	£000	£000	
Corporate				
Legal Services				
Insurance (Cheshire East & Cheshire County Funds)	4,039	(77)	3,962	To settle insurance claims and manage excess costs.
Transitional Funding-Child Protection Social Workers and Childcare Legal Support	225	(225)	-	Childcare Legal Support
Democratic Services				
Elections	123	100	223	To provide funds for Election costs every 4 years.
Finance and Performance				
Collection Fund Management	11,337	951	12,288	To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.
Financing Reserve	10,750	-	10,750	To provide for financing of capital schemes, other projects and initiatives.
Enabling Transformation	2,142	(1,616)	526	Funding for costs associated with service transformation; particularly in relation to staffing related expenditure.
Transitional Funding-External Funding Officer	181	(120)	61	External Funding Officer
Cross Service				
Trading Reserve	1,299	(200)	1,099	The Authority's share of ASDVs net surplus to be spent in furtherance of the ASDV's objectives.
Service Manager carry forward	3,017	(2,081)	936	Allocations for Cost of Investment or grant funded expenditure.
Revenue Grants - Dedicated Schools Grant	3,364	(2,753)	611	Unspent specific use grant carried forward into 2017/18.
Revenue Grants - Other	2,384	(629)	1,755	Unspent specific use grant carried forward into 2017/18.
TOTAL	48,912	(11,884)	37,028	

Notes:

1. Figures exclude Schools balances.

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