

Cabinet Agenda

Date: Tuesday, 13th March, 2018
Time: 1.00 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.

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 - 20)

To approve the minutes of the meeting held on 6th February 2018.

6. **Available Walking Routes to School Programme - Phase 2A** (Pages 21 - 50)

To consider a report on the outcome of the community engagement on Phase 2A of the Available Walking Routes to School Programme.

7. **Notice of Motion - Local Plan Housing Land Supply** (Pages 51 - 60)

To consider a report on the motion.

8. **Notice of Motion - UK100** (Pages 61 - 68)

To consider a report on the motion.

9. **Notice of Motion - M6 Junction 17** (Pages 69 - 74)

To consider a report on the motion.

10. **Notice of Motion - Maintenance of Highways in Crewe** (Pages 75 - 82)

To consider a report on the motion.

11. **North West Crewe Package - Procurement Strategy** (Pages 83 - 124)

To consider a report setting out the proposed procurement strategy for the package of improvements in support of the development masterplan for Leighton; and the procurement path for delivery of the North West Crewe Package.

12. **North West Crewe Package - Approval to Proceed with the Compulsory Purchase of Land Required to Deliver the Scheme** (Pages 125 - 142)

To consider a report recommending that Cabinet resolves to use compulsory purchase powers to acquire land to facilitate the construction of the North West Crewe Package scheme and associated works to the existing highways network.

13. **Local Transport Plan Refresh** (Pages 143 - 414)

To consider a report on an updated draft Local Transport strategy, which is now proposed for public consultation.

14. **Education Travel Policies** (Pages 415 - 460)

To consider a report on the outcome of consultation on a new suite of travel policies for implementation from September 2018, together with the Council's response to the issues raised and proposals for policy variations.

15. **Better Care Fund - Agreement of Section 75 for 2018/19 - 19/20** (Pages 461 - 470)

To consider a report seeking authority to enter into two new S75 Partnership Agreements from 1st April 2018 with local health partners.

16. **Strategic School Improvement Fund (SSIF) - Award of Grant** (Pages 471 - 478)

To consider a report seeking approval to receive external funding to the value of £638,452 as recently awarded to Cheshire East Council as the named lead in a successful Round 2 SSIF bidding process.

17. **Children's Home Commissioning** (Pages 479 - 512)

To consider a report seeking approval to go out to tender following a difficult mobilisation of the residential care contract from 1st April 2017 and the subsequent termination of the contract.

18. **A Dynamic Purchasing System for Care and Support for People with a Learning Disability and or Mental Health** (Pages 513 - 520)

To consider a report seeking approval to establish a Dynamic Purchasing System for the future procurement of care and support services for individuals eligible for Adult and Children's social care support.

19. **Congleton Leisure Centre - Redevelopment Project** (Pages 521 - 530)

To consider a report seeking approval to appoint a preferred bidder as the Development Partner for the redevelopment of the leisure centre in Congleton.

20. **Review of Alternative Service Delivery Vehicles (ASDVs)** (Pages 531 - 538)

To consider a report summarising the key recommendations following a review of the Council's alternative service delivery vehicles.

21. **Exclusion of the Press and Public**

The reports or parts thereof relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Cabinet may decide that the press and public be excluded from the meeting during consideration of the items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

22. **Congleton Leisure Centre - Redevelopment Project**

To consider the confidential appendix to the report.

23. **Review of Alternative Service Delivery Vehicles (ASDVs)**

To consider the confidential appendices relating to this report.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 6th February, 2018 at Committee Suite 1, 2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor Rachel Bailey (Chairman)
Councillor L Wardlaw (Vice-Chairman)

Councillors A Arnold, P Bates, J Clowes, J P Findlow, J Saunders and
D Stockton

Members in Attendance

Councillors Rhoda Bailey, G Baxendale, J Bratherton, E Brooks, C Browne,
S Corcoran, M Deakin, S Edgar, D Flude, S Gardiner, G Hayes, L Jeuda,
G Merry, B Moran, J Nicholas, S Pochin, J Rhodes, M Simon, L Smetham,
A Stott, M Warren and G Williams

Officers in Attendance

Kath O'Dwyer, Frank Jordan, Jan Willis, Mark Palethorpe, Dan Dickinson,
Sara Barker, Alex Thompson and Paul Mountford

Apologies

Councillor L Durham

93 DECLARATIONS OF INTEREST

Councillor J P Findlow declared a non-pecuniary interest in Item 10
(Treasury Management Strategy) as a member of the Local Authorities
Mutual Investment Trust.

All members present who were members of the Cheshire Fire Authority
declared non-pecuniary interests in relation to Item 6 (Second Pump
Crewe Fire Station).

94 PUBLIC SPEAKING TIME/OPEN SESSION

Graham Goodwin referred to a statement made at the Council meeting in
July 2017 by the then Portfolio Holder for Finance and Communities prior
to the approval of £2.4M for the ANSA Environmental and asked why no
Cabinet member present at the meeting had corrected the statement. The
Leader responded that the matter had been discussed on a number of
occasions and a full reply had been given.

Caroline O'Brien, Chief Executive, Community and Voluntary Services,
referred to a six month gap between the ending of some early help and
prevention service contracts at the end of March and the commencement

of the proposed new framework for the commissioning of such services. She asked if the £1M New Homes Bonus funding for 2018/19 could be used to support the delivery of services until the new framework was established so that there was no gap in service delivery. She also asked for confirmation that it would be the Council's intention to maintain funding at £550k for 2019/2020. The Leader indicated that the response to the questions would be given later in the meeting during consideration of the reports on the budget (MTFS) and the Early Help Framework.

Sue Helliwell referred to the occurrence of dog fouling in the Borough and suggested an innovative solution which involved the use of dog waste to light street lanterns. She provided details of the person behind the scheme to enable the Council to contact him. The Portfolio Holder for Adult Care and Integration referred to the Public Spaces Protection Order which the Council would be rolling out from the middle of February to address dog fouling across the Borough. The Portfolio Holder thanked Sue Helliwell for her suggestion which would be investigated further and the Council would get back to her in due course.

Cllr David Kidd, Chairman of Disley Parish Council, thanked the Council for deciding not to close Disley Library following the recent consultation. He said that the Parish Council was eager to work with Cheshire East Council to ensure the continuation of the Library into the future.

Carol Jones thanked Councillor Paul Bates for his help with the bus service review in Crewe and Nantwich which had resulted in the main bus route, the 6E to Leighton Hospital, being retained. She then referred to increasing levels of homelessness and people living in filthy conditions, and asked if the Council would work with other agencies to provide social housing for people with mental health problems. The Leader and the Portfolio Holders for Housing, Planning and Regeneration, Adult Care and Integration, Children and Families, and Health all spoke at length on the various initiatives the Council was pursuing to address the issues referred to and they highlighted some of the significant achievements to date.

95 QUESTIONS TO CABINET MEMBERS

Councillor J Rhodes referred to Article 4 of the Local Plan which dealt with HMOs and other rented accommodation, and asked when these documents would be brought to Council. The Portfolio Holder for Housing, Planning and Regeneration responded that there was impending legislation on the licensing of HMOs which should be coming into force in April, following which a report would be submitted to Cabinet. The Leader asked that members be informed when there was clarity on the legislation.

Councillor A Stott asked why it had taken so long for work to be undertaken on the Silk Road toucan crossing in Bollington. She also expressed concern about the quality of work on highways, specifically in relation to the filling of potholes. The Portfolio Holder for Environment undertook to respond on the Silk Road crossing issue in writing. With

regard to potholes, these were dealt with in a systematic way, with safely being the main priority. He explained some of the practical issues involved in filling potholes, particularly in bad weather, which sometimes required a return visit within a relatively short time.

Councillor S Pochin asked the Portfolio Holder for Health to reconsider the decision to withdraw the refunding of parking fees for users of the Council's leisure facilities. The Leader indicated that the Portfolio Holder would respond when the MTFS report was considered later in the meeting.

Councillor L Jeuda asked if the Council had any plans to follow the example of Halton Borough Council in taking over failing care homes to manage on a not for profit basis. The Portfolio Holder for Adult Care and Integration responded that the Council had no such plans at the moment but did use the expertise of its staff to give advice and assistance to care homes. However, she did not rule out considering any options in the future.

Councillor M Warren asked if the Council was considering alternative methods of filling potholes to replace those techniques that appeared to be less successful at the moment. The Portfolio Holder for Environment responded that the consideration of alternative innovative techniques was an ongoing process.

Councillor J Bratherton referred to an inappropriate comment made by another member in relation to homelessness at a briefing on the subject last week. At the request of the Leader, the Acting Director of Legal Services advised that, without commenting on the particular case in question, member training sessions in general were private events. The Leader expressed concern that the matter had been raised in a public arena at the Cabinet meeting. The Portfolio Holder for Housing, Planning and Regeneration added that the member concerned had expressed regret at the choice of words used at the training event.

At the invitation of the Leader, the Acting Chief Executive, in welcoming the outcome of the culture review by Sarah Messenger, and the Council's commitment to moving forward on the recommendations, advised that one of the key findings of the review had been the conduct and tone of officers and members, which was a key contributor to the culture of the organisation. If members' conduct and tone towards one another was of a nature that was inappropriate, that then generated a fear among staff that they too would be spoken to and dealt with in a similar manner. It was therefore incumbent on us all as officers and members to treat one another with the respect that we would hope to receive ourselves if we were to turn the culture and make the improvements to the Council to which we were all committed.

Councillor D Flude, as chairman of the Crewe Heritage Trust, asked if the Council would assist in bringing an engine back to Crewe and accommodating it in the Municipal Buildings. She also asked why Article 4

relating to HMOs could not be brought in now as it had been in the City of Chester. The Leader responded that the Portfolio Holder for Housing, Planning and Regeneration would assist with the return of the engine to Crewe. She also asked the Portfolio Holder to look into the matter raised by Cllr Flude in relation to the use of Article 4 powers by Cheshire West and Chester Council and to respond in writing.

Councillor M Deakin sought an update on a request for waiting restrictions in Audley Road and Sandbach Road South, Alsager. The Portfolio Holder for Environment responded that the Council was dealing with a large number of traffic management requests which had to be prioritised according to the extent of the traffic problem. Councillor Deakin would receive an update on his particular request as part of that process.

Councillor G Baxendale commented that Cheshire and Wirral Trust would be starting a consultation at the end of the month on the closure of Millbrook House. He asked Cabinet to look at the consultation and to secure some guarantees from the Trust. The Portfolio Holder for Health responded that scrutiny were looking at the matter and that the consultation would be watched closely.

Councillor S Corcoran asked if the current recruitment freeze could be lifted particularly in relation to air quality. The Portfolio Holder for Housing, Planning and Regeneration responded that there were exceptions to the recruitment freeze in certain circumstances, which included air quality. At the Chairman's request, the Acting Chief Executive added that the Council had a responsibility to manage its resources responsibly and the impact of any recruitment freeze would be monitored carefully. There was a process in place to allow exemptions where appropriate.

96 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 5th December 2017 be approved as a correct record.

97 SECOND PUMP CREWE FIRE STATION

Cabinet considered a report of the Corporate Overview and Scrutiny Committee in relation to a proposal by Cheshire Fire and Rescue Service to reduce the utilisation of the second pump (fire engine) at Crewe Fire station from whole time to "on-call" status.

Councillor M Simon, Chairman of the Committee, attended the Cabinet meeting and spoke on this matter.

RESOLVED

That resolution 2 of the resolutions of the Corporate Overview and Scrutiny Committee be supported and the Cheshire Fire and Rescue Service and Cheshire Fire Authority be informed that the Leader of the Council and the Cabinet cannot support a proposal for the 2nd pump at Crewe Fire Station to become on-call.

98 SYDNEY ROAD REPLACEMENT BRIDGE - PROJECT IMPLEMENTATION

Cabinet considered a report on the steps required to implement the construction phase of the Sydney Road Replacement Bridge (Crewe) Project.

The Chairman of the Environment and Regeneration Overview and Scrutiny Committee had agreed that the decision on this matter should be treated as urgent and that the call-in process should not apply.

RESOLVED

That Cabinet

1. authorises the Executive Director of Place, in consultation with the Portfolio Holder for Environment, to:
 - (a) enter into an Implementation Agreement with Network Rail for them to deliver construction of the scheme through their design and build supply chain framework; and
 - (b) approve acceptance of the newly-constructed bridge into Council ownership upon payment of an appropriate commuted sum by Network Rail and to enter into an Asset Transfer Agreement, a Two Party Bridge Agreement, Option Agreements and any Easement and other related agreements relating to use of and rights over Network Rail's land, with Network Rail as necessary;
2. authorises the Executive Director of Place, in consultation with the Director of Legal Services, to enter into discussions with land owners, utility companies, Network Rail and all third parties in relation to acquiring the necessary land and acquiring and granting rights to deliver the scheme and to delegate the negotiation and entering into of any necessary supporting legal agreements (including but not limited to option agreements, permanent land take, temporary land take/use of third party land, licences, easements (granting and acquiring), rights of support, rights to go onto land to do works, rights of access and rights for services, wayleaves and oversail agreements) and any variations required to those agreements during the course of the project;

3. authorises the Executive Director Place, in consultation with the Portfolio Holder for Environment, to proceed with the scheme on the basis of the proposed funding arrangement as outlined in Section 7 of the report and approve the underwriting, in principle, of any necessary gap funding required to deliver the scheme due to timing of receipt of Section 106 contributions;
4. further to the authorisation at Cabinet on 13th October 2015, authorises the Executive Director Place to proceed with the use of the Council's Compulsory Purchase Powers (CPO) to acquire land to construct the scheme and to approve the following specific recommendations:

authorise the Executive Director of Place in consultation with the Director of Legal Services to take all appropriate actions to secure the confirmation of the contemplated orders including:

- (a) the making of an order (or orders) under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 and all other powers as appropriate for the compulsory purchase of land and rights required for the construction of the project;
- (b) taking all necessary action to secure the making, submission to the Secretary of State for confirmation and (if confirmed) implementation, of the CPO including the publication and service of all relevant notices and for the Director of Legal Services to secure the presentation of the Council's case at any public inquiry and the subsequent service of Notices to Treat and Notices of Entry or, as the case may be the execution of General Vesting Declarations;
- (c) negotiating and entering into agreements and undertakings with the owners of any interest in the CPO and any objectors to the confirmation of the Orders setting out the terms for the withdrawal of objections to the Orders including where appropriate, the inclusion in and/or exclusion from the CPO of land or new rights and to authorise the Director of Legal Services to agree, draw up, and to sign all necessary legal documents to record such agreements and undertakings;
- (d) In the event that any question of compensation is referred to the Upper Tribunal (Lands Chamber), the Director of Legal Services taking all necessary steps in connection with the conduct and, if appropriate, settlement of such proceedings; and
- (e) authorising the Head of Assets to negotiate and approve the payment of relevant and reasonable professional fees incurred by landowners and others with compensatable interests in taking professional advice in connection with the acquisition of their interests required for the scheme and related compensation claims;

5. notes the previous Cabinet consideration and the associated engagement with elected members on this project as outlined in paragraph 5.17 of the report; and
6. endorses the report author's analysis regarding the urgency of this decision and his view that the delay caused by any call-in process would seriously prejudice the Council's and the public's interests.

99 THIRD QUARTER REVIEW OF PERFORMANCE 2017/18

Cabinet considered a report on the third quarter review of performance for 2017/18.

The Portfolio Holder for Finance and Communication reported the comments of the Corporate Overview and Scrutiny Committee as appended to these minutes.

RESOLVED

That Cabinet notes the third quarter review of 2017/18 performance, in relation to the following issues:

- The summary of performance against the Council's six 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 156 to 165, Appendix 4 and Appendix 5);
- Fully funded supplementary capital estimates up to £500,000 approved in accordance with Finance Procedure Rules (Appendix 6);
- Capital virements up to £1,000,000 approved in accordance with Finance Procedure Rules (Appendix 6);
- Changes to Capital Budgets made in accordance with the Finance Procedure Rules (Appendix 9);
- Treasury management investments and performance (Appendix 10);
- Supplementary revenue estimates to be funded by additional specific grant (Appendix 11).
- Management of invoiced debt (Appendix 12);
- Use of earmarked reserves (Appendix 13); and
- Update on workforce development and staffing (Section 3).

Cabinet considered a report on the Medium Term Financial Strategy for Cheshire East Council for the years 2018/19 to 2020/21.

The Portfolio Holder referred to an error in the report at paragraph 1.6 in that the term 'Band D' should be deleted from the final sentence as this related to an average property. The increase per week for an average Band D property was £1.53.

The Portfolio Holder for Finance and Communication reported the comments of the Corporate Overview and Scrutiny Committee as appended to these minutes. The Committee's comments were considered by Cabinet.

Earlier in the meeting, Councillor S Pochin had asked the Portfolio Holder for Health to reconsider the decision to withdraw the refunding of parking fees for users of the Council's leisure facilities. The Portfolio Holder for Health responded that the matter was under consideration and she was unable to comment further at this stage.

Caroline O'Brien had raised a question earlier in the meeting regarding the use of New Homes Bonus funding to support the delivery of early help and prevention services until the new framework was in operation. The Portfolio Holder for Adult Care and Infrastructure envisaged the new framework becoming operational in April or May. Support mechanisms were in place to assist voluntary organisations whose contracts would be ending at the end of March. The Leader stressed the need to have the new model framework in relation to New Homes Bonus funding ready before the next Council meeting and asked the Portfolio Holder for Finance and Communication to set up an urgent task and finish group in liaison with the Chairman and Vice-Chairman of the Corporate Overview and Scrutiny Committee for this purpose.

RESOLVED

That Cabinet

1. recommends to Council the items at Appendix A to the report; and
2. notes:
 - (a) the summary results of the Budget Consultation, attached at Appendix B and the Budget Engagement exercise undertaken by the Council, as set out in the attached (Appendix C, Annex 2);
 - (b) the comments of the Council's Interim Executive Director of Corporate Services (Section 151 Officer), contained within the MTFS Report, regarding the robustness of estimates and level of reserves held by the Council based on these budget proposals

(Appendix C, Comment from the Interim Executive Director of Corporate Services);

- (c) the risk assessment detailed in the MTFS Report (Appendix C, Annex 5);
- (d) the development of a Capital Strategy as set out in the attached (Appendix C, Annex 10). This is linked to the Treasury Management and Investment Strategies and these will continue to be developed in accordance with the revised guidance for local authority investments during 2018/19. The strategy contains the programme of capital investment for 2018/19 to 2020/21. The programme may vary to take advantage of external funding opportunities, maximise private sector investment, prudential borrowing considerations, operational capacity and to ensure optimal delivery of the overall programme;
- (e) that the Council's Finance Procedure Rules will always apply should any changes in spending requirements be identified (Appendix C, Annex 10); and
- (f) that the Corporate Overview and Scrutiny Committee supports the proposal to earmark £2m to create a specific "New Homes Bonus Community Fund" to be used over the next two financial years. To also note that the Corporate Overview and Scrutiny Committee is willing to assist Cabinet by working on the details of a specific scheme to allocate funds.

101 **TREASURY MANAGEMENT STRATEGY AND MRP STATEMENT
2018/19**

Cabinet considered a report on the Treasury Management Strategy and Minimum Revenue Provision Statement for 2018/19.

RESOLVED

That

1. Council be recommended to approve the Treasury Management Strategy Statement, including the MRP Statement for 2018/19 to 2020/21 (Appendix A to the report); and
2. an Investment Strategy Board be established as set out in the report to develop an enhanced Capital Strategy and Investment Strategy for approval by Cabinet and Council as required by the CIPFA Prudential Code 2017 and statutory guidance on local authority investments.

102 **UPDATE ON SCHOOLS FUNDING AND THE LOCAL SCHOOLS FUNDING FORMULA FOR 2018/19**

Cabinet considered a report providing an update on schools funding in Cheshire East.

RESOLVED

That Cabinet

1. approves the proposed schools funding formula for 2018/19 following a recommendation by Schools Forum;
2. approves:
 - (a) the use of the existing Cheshire East schools funding formula;
 - (b) the allocation of the additional growth provided (£2.8m) using the basic per pupil element of the formula in the current ratios;
 - (c) the use of -1.5% as the minimum funding guarantee. Meaning that no school can lose more than 1.5% per annum excluding pupil number changes; and
 - (d) the transfer of 0.5% of funding from the schools block to the high needs block to address pressures in that area and fund projects to achieve sustainability; and
3. approves that the current Cheshire East formula continue to be used as this will protect small and rural primary schools over the next two years. It is noted that the schools finance team will monitor and challenge the plans from maintained schools to ensure that they prepare for and manage the implications of change when NFF is introduced.

103 **SUSTAINABLE MODES OF TRAVEL TO SCHOOLS (SMOTS) STRATEGY**

Cabinet considered a report on progress with producing a new Sustainable Modes of Travel to School Strategy which would provide a framework to support schools when they were implementing their School Travel Plans.

RESOLVED

That Cabinet

1. approves the draft Sustainable Modes of Travel to Schools strategy (Appendix 1 to the report);

2. notes the costs associated with implementation of the strategy will be outlined in detail when the final strategy is presented to Cabinet for approval;
3. agrees that a Borough-wide public consultation takes place seeking views on the draft SMOTS Strategy, with the decision on all final consultation materials being delegated to the Executive Director of Place in consultation with the Executive Director for People; and
4. notes that the outcomes of the consultation and any resultant changes to the draft Strategy will be reported to, and approved by, Cabinet in due course.

104 **EARLY HELP FRAMEWORK**

Cabinet considered a report seeking approval for the setting up of an Early Help Framework across the Council's People Directorate in order to streamline the procurement of early help services.

Having given further consideration, in the light of members' comments, to the funding gap with some voluntary service contracts, the Leader made a commitment to address the utilisation of the New Homes Bonus funding in relation to the Early Help Framework and to work urgently with the Portfolio Holder for Finance and Communication on a task and finish group in collaboration with scrutiny members to establish a model framework in time for the next Council meeting.

RESOLVED

That Cabinet

1. endorses the co-production of the early help framework with statutory partners, voluntary, community and faith sector organisations, and other providers;
2. approves the procurement of a Dynamic Purchasing System in order to award contracts for services provided through the Early Help Framework; and
3. delegates authority to award contracts to the Executive Director of People.

105 **BUILDING AN INVESTMENT PORTFOLIO**

Cabinet considered a report on the development of a strategy to enable the Council to invest in commercial property.

RESOLVED

That Cabinet

1. authorises the Interim Executive Director of Corporate Services to set (and amend from time to time) the investment criteria in consultation with the Executive Director of Place, the Portfolio Holder for Finance and Communications, and the Portfolio Holder for Housing, Planning and Regeneration;
2. authorises the Executive Director of Place to commission commercial agents with the required skills and expertise to actively search for investment properties;
3. authorises the Executive Director of Place to commission external commercial advisors with the required skills and expertise to prepare detailed business cases to support any future decision regarding the acquisition of investment properties that are identified;
4. authorises the Portfolio Holder for Housing, Planning and Regeneration in consultation with The Director of Legal Services, the Interim Executive Director of Corporate Services and the Executive Director of Place to take any action considered necessary or desirable to establish and/or utilise an alternative service delivery vehicle (or vehicles) to deliver the investment portfolio;
5. authorises the Executive Director of Place in consultation with the Portfolio Holder for Housing Planning and Regeneration, the Portfolio Holder for Finance and Communications, the Director of Legal Services and the Interim Executive Director of Corporate Services to acquire the freehold or leasehold interest in commercial property identified in accordance with the investment criteria approved by virtue of 1 above and the advice received by virtue of 3 above; and
6. authorises the Executive Director of Place in consultation with the Portfolio Holder for Housing Planning and Regeneration and the Portfolio Holder for Finance and Communication to establish management arrangements for any newly acquired assets.

106 **MUTUALLY AGREED RESIGNATION SCHEME (MARS)**

Cabinet considered a report seeking approval for the introduction of a Mutually Agreed Resignation Scheme (MARS) policy and guidance.

The Portfolio Holder for Corporate Policy and Legal Services advised that employees subject to disciplinary procedures would not be excluded from applying for the scheme but that if they were still subject to such procedures at the time the panel considered their application, the application would be declined.

The Portfolio Holder reported the receipt of two detailed letters from Unison, objecting to the scheme as they believed that there were more

appropriate and robust methods of organisational change which could be used if necessary.

The Portfolio Holder stressed that the scheme was entirely voluntary and provided a greater degree of flexibility.

Councillor B Moran, Chairman of the Staffing Committee, reported that the Committee had supported the scheme and had made three specific recommendations to the Portfolio Holder which had been taken on board in the report.

RESOLVED

That

1. the Mutually Agreed Resignation Scheme (MARS) policy, guidance and payment schedule (Appendices 1 and 2 to the report) be approved;
2. the scheme be offered to Council employees from April 2018 for a specific period of time as required; and
3. it be noted that the Pay Policy Statement (PPS) 2018/19 progressing to Council on 22nd February 2018 will be amended to include the MARS Policy subject to approval.

107 **A 'PATIENT PASSPORT' - DELIVERING ACCESS TO HEALTH AND CARE RECORDS**

The Chairman had agreed that this matter be considered as an urgent item of business as a decision could not wait until the next meeting.

Cabinet considered a report on the Patient Passport project which proposed that the Council act as delivery partner.

RESOLVED

That Cabinet

1. authorises the Executive Director People (in consultation with the Director of Legal Services) to agree the terms of and enter into an agreement under Section 75 of the National Health Act 2006 to document delivery partner arrangements with the Eastern Cheshire Clinical Commissioning Group including the receipt of £2.665m Estates and Technology Transformation Fund monies;
2. recommends to Council the approval of a Supplementary Revenue Estimate of £2.665m for 2018/19, fully funded from the Estates and Technology Transformation Fund monies; and

3. notes that thereafter officers will take all necessary actions to deliver the electronic care passport scheme.

The meeting commenced at 2.00 pm and concluded at 5.25 pm

Councillor Rachel Bailey (Chairman)

APPENDIX

CABINET – 6TH FEBRUARY 2018

**RECOMMENDATIONS OF THE CORPORATE OVERVIEW AND
SCRUTINY COMMITTEE IN RELATION TO AGENDA ITEMS 8 AND 9**

On the 1 February, The Corporate Overview and Scrutiny Committee considered the Third Quarter Review of Performance 2017/18 and the Medium Term Financial Strategy 2018-21. The Committee gave consideration to comments made by the respective Scrutiny Committees that had previously considered specific parts of the budget beforehand. Below are comments the Corporate Scrutiny Committee would ask the Cabinet to consider.

**Comment from Corporate Scrutiny on the Third Quarter Review of
Performance 2017/18.**

The Committee considered that following the review to the capital programme and as part of the business planning process for 2018-21 a number of schemes, totalling £12.3million had been removed from the programme. On further analysis of Appendix 5, the Committee requested detail of £9.4million removed under the budget line for Education Community Hub.

The Committee acknowledged the Council's significant pressures and challenges and noted the much improved position of the predicted overspend being currently estimated at £100K. The Committee congratulated the Directorates and the Finance Team for their continued efforts to find efficiencies to mitigate the overspend whilst continuing to provide services and perform strongly. Council Tax collection was highlighted by the Committee for its continued increased high performance.

**Combined Comments to feed to Cabinet from Corporate Scrutiny in
respect of the Medium Term Financial Strategy 2018-21.**

Environment and Regeneration:

- That further consideration be given to the proposed £500k revenue saving relating to the Highways Contract, and that if the saving was to be made, assurance be given that this would relate to efficiencies rather than a reduced level of service. However, it was noted in the Corporate Scrutiny meeting that this saving had since reduced from £500k to £150k.
- That the Car Parking Strategy ensures a Parking Policy that was fair to all residents of the Borough.

Corporate:

- When the final version is approved, that consideration be given to the wording of the budget line “Changes to Community Libraries” to remove the references to Alderley Edge, Disley and Prestbury and instead to read as ‘All libraries’.
- The Committee requested that analysis information be supplied to Corporate Scrutiny to show how the forecasted figures for the Parking Strategy were determined. Members noted the piece of work had not yet been completed and queried how the -£0.355 had been reached.
- That consideration be given to the wording in the Foreword from the Finance and Communication Portfolio Holder specifically the section Community funding from New Homes Bonus. The current wording “...to set aside £2m and allow local communities to determine how this money will be spent.” needed to be reconsidered particularly as Corporate Scrutiny had yet to offer suggestions for a scheme to establish how these funds could be spent. Similarly the budget line “New Homes Bonus Community Fund” is worded “...building on the Council’s participatory budgeting approach.” Could consideration also be given to this wording, as Corporate Scrutiny has not yet carried out the piece of work to offer suggestions for how these funds could be spent?
- That Cabinet is requested to give consideration to the inclusion of Scrutiny in any future pieces of work or considerations on “External income- Fees and Charges”.
- That Cabinet is requested to formally acknowledge these comments in the minutes of the meeting.

Cheshire East Council

Cabinet

Date of Meeting: 13th March 2018

Report of: Mark Palethorpe, Acting Executive Director - People

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

Portfolio Holder: Cllr Jos Saunders, Children and Families

1.0 Report Summary

- 1.1 The Available Walking Routes (AWR) to School Programme, originally agreed by Cabinet on 14 June 2016 and then confirmed on 18 October 2016, involves 5 phases. This report seeks decisions on one route within that programme – Phase 2A.
- 1.2 Phase 2A concerns the route between Mobberley and the Knutsford Academy and Knutsford Academy, The Studio. On 12 September 2017 Cabinet authorised 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.
- 1.3 This report includes the outcome of the community engagement re Phase 2A and seeks confirmation that the Mobberley to Knutsford route is deemed 'available' and that free transport be withdrawn for those Mobberley pupils resident within 3 miles of the Academy.

2.0 Recommendations

It is recommended that Cabinet:

- 2.1 Confirms that the route between Mobberley and Knutsford Academy and Knutsford Academy, The Studio is deemed an 'available' walking route. Therefore free home to school transport will be withdrawn for current and new pupils living in Mobberley within 3 miles of the Academy, effective from 1 September 2018.
- 2.2 Acknowledges the feedback from the public engagement and agrees that the proposed withdrawal of transport shall be amended as detailed in section 3.6 in order to address some of the concerns raised.
- 2.3 Agrees that a one-off subsidy (calculated at £192 per annum) be paid to all affected families for the remainder of their child's attendance at their

respective schools (this is the agreed rate for pupils at secondary schools excluding 6th form).

- 2.4 Authorises officers to undertake all necessary actions to implement the recommendations above.

3.0 Reasons for the Recommendations

- 3.1 The Council has a duty to provide travel assistance to secondary school pupils who live more than three miles from their nearest school. For those living within 3 miles of school a similar duty applies if there is no 'available' walking route.
- 3.2 The route between Mobberley and Knutsford Academy and Knutsford Academy, The Studio has been modified by the installation of a new pavement between Broadoak Lane and Rockswood Way. The full route has now been reassessed by a qualified assessor and declared to be an available route. A certified copy of the route assessment is included as Appendix A.
- 3.3 The original proposal means that there will no longer be a need for the Council to provide free transport for 41 children living in the Mobberley area who reside within the statutory walking distance to school of 3 miles for pupils aged 11 plus. There are a further 29 pupils who live outside the 3 mile limit who will continue to receive free travel support.
- 3.4 Parents of pupils for whom 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 who have started at the school in September 2017, but would not be available for those starting at the school in September 2018. The reason for this is that information on the proposal has been shared in September 2017, with an engagement exercise having taken place between 20 September and 17 October 2017, which was ahead of the 31 October closing date for September 2018 applications for high school transfer
- 3.5 The public engagement in respect of the route from Mobberley ran from 20 September 2017 to 17 October 2017. In total 46 people responded, largely with expressions of opposition to the proposals. Those comments can be clearly separated into a number of common themes. There are also a few suggestions as to what mitigations could be put in place. A detailed analysis is attached as Appendix B. A response to the separate themes with input from Cheshire East Council Transport and Highways officers is also attached as Appendix C.
- 3.6 As a result of the public engagement it is suggested that the original proposals be varied as follows:
- The home to school distance for lower school pupils shall be measured to the entrance on Westfield Drive rather than the one on Bexton Road. This extends the distance by some 0.3 miles and means that 4 pupils will now

not have their free transport withdrawn. Of the 41 pupils originally included 37 will therefore now have transport withdrawn.

- 3.7 Assuming pupil rolls and addresses remain approximately constant the proposals will deliver estimated annual savings of £22,000 once the subsidy period ends.
- 3.8 The Council is making a series of changes to scheduled bus services as part of the Supported Bus Service Review. Scheduled bus services between Mobberley and Knutsford will continue but running to an adjusted timetable. The existing 88 and 188 services will be replaced with service numbers 88, 89 and 188 from the 1st April 2018. The AWR proposals mean that the council will withdraw the free bus passes currently offered to some pupils who use these services. Pupils could however continue to use the services by paying a fare with a young person weekly pass currently available at a cost of £10.00. The revised timetable is available at:
<http://www.dgbus.co.uk/buses-in-cheshire.html>
- 3.9 A report to Cabinet in June 2016 recommended that a footpath be installed on the route between Mobberley and Knutsford in order to provide a permanent available walking route.
- 3.10 The footways comprising the route are regularly inspected for safety by Cheshire East Highways as part of a scheduled inspection regime. Defects that present a hazard will be identified and arrangements made for prompt repair.

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 These proposals are in line with Cheshire East Council's adopted policy on Available Walking Routes to School, which was approved on 15 October 2012.
- 5.1.2 Adopting the recommendations will help ensure that we implement the AWR policy in a fair, equitable and consistent manner.

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 If free transport is not withdrawn from those routes which have been classed as available to walk, the Council may risk challenge from the parents of children using other routes across the Borough which are also classed as available but for whom no free transport is provided
- 5.2.4 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 has been agreed for parents of children for whom free transport is withdrawn during the AWR programme. The amount agreed is £192 for a secondary school pupil for each year they remain at their current school. This is made as a single one-off payment.
- 5.3.3 The subsidy estimate based on current children attending and expected to continue to attend in September 2018 is £13,824. A temporary budget provision is included in the Council's 2018/19 budget plans for the parental subsidy payments.
- 5.3.3 The Council's three year medium term financial strategy assumes that savings from AWR will be delivered to enable the Council to maintain a balanced budget.
- 5.3.4 The costs associated with transporting children on this route amount to some £22,000 per annum.
- 5.3.5 The People element of the client commissioning budget is £9m as at the First Quarter Budget Book 2017/18.

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

5.6 Public Health Implications

5.6.1 The public health implications will be considered as part of the corporate Sustainable Mode of Travel to School (SMOTS) strategy, 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

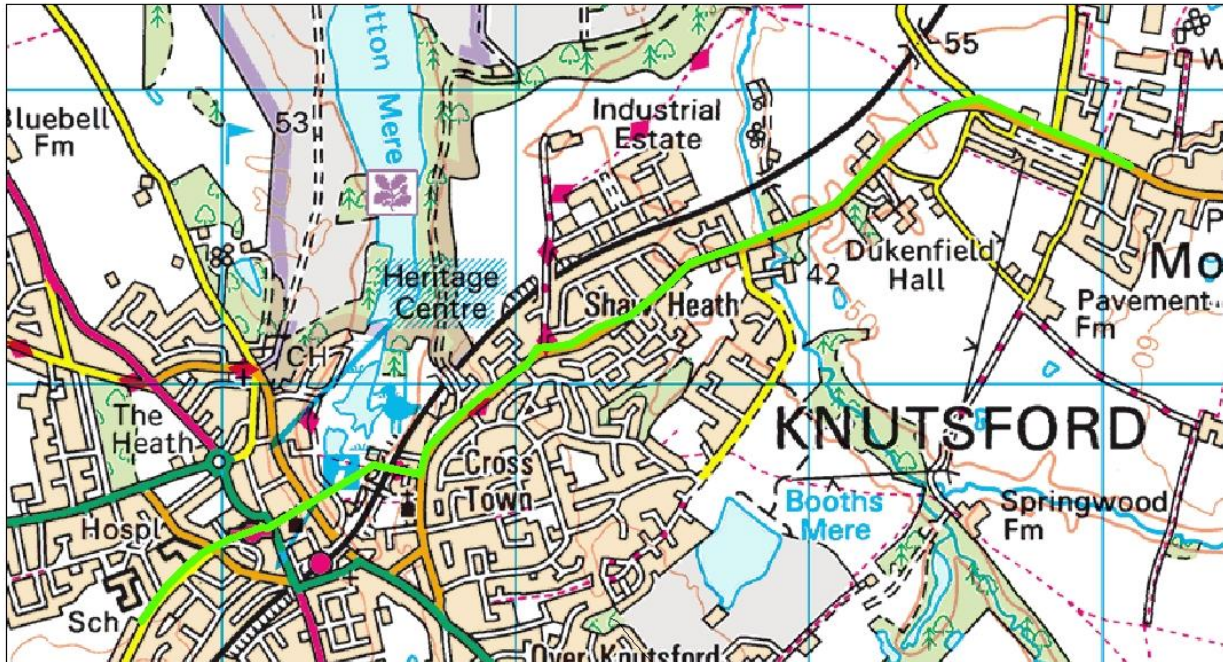
7.1 The Cheshire East Council Available Walking Routes to School Policy can be found at:
http://www.cheshireeast.gov.uk/public_transport/school_transport/walking_routes_to_schools.aspx

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

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Walking Route to School Assessment
Assessment number CE 358
Mobberley to Knutsford Academy
Route assessed April / September 2017



Available Walking Route to School
 Mobberley to Knutsford



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Overall Route Assessment Outcome: Available		
Dates and Times of Assessment:		
Location:	Dates	Weather
Full Route	26 th April 2017 1500 – 1600	Fine and dry
	2 nd May 2017 0800 - 0900	Sunny
	30 th May 2017 1500 - 1600	Sunny

Transport Policy and Strategy
 Delamere House, Delamere Street
 Crewe CW1 2LL

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Document control sheet

- **Walking Route to School Assessment – Mobberley to Knutsford Academy**
- **Assessment number CE 358**

Site Safety Assessor

This assessment is undertaken in accordance with Cheshire East Council's Available Routes to School Policy, which reflects guidance notes issued by Road Safety GB in 2017 'Assessment of Walked Routes to School' and the Department for Education and Skills in 2014 'Home to School Travel and Transport Guidance'.

Any opinions expressed by the reviewing officer / safety assessor are based on the above guidelines and the experienced professional judgement of the safety assessor.

	Name	Date
Originated by	Principal Transport Officer	May – Sept 2017
Checked by	Senior Road Safety Engineer	Aug – Sept 2017
Reviewed by	Contract Manager – Cheshire East Highways	September 2017
Approved by	Senior Manager – CEC Highways Commissioning Team	September 2017

Route Information

1. Route Overview

This assessment relates to children of compulsory school age in years 7 to 11, (aged 11 to 16) walking to Knutsford Multi-Academy Trust. The assessor has not identified any factors in the assessment below which would affect the availability of the route for a young person in these age ranges. The assessment has assumed that pupils are accompanied by a responsible adult.

The assessor has considered how the availability of this route might be affected at different times of the year. During autumn/winter there are some leaves that lie on the pavement but these can easily be avoided and the route through The Moor may become slippery in icy conditions due to low lying ground close to local factors.; there appears to be no other seasonal factors that affect the availability of the route.

The assessor has also considered that pupils of the ages noted above would be expected to travel to and from school between 0745 and 0845 in the morning and 1500 and 1600 in the afternoon (1520 – 1620 on Tuesday afternoon)

The assessor noted that this route had previously been assessed as unavailable because of the lack of pavement between Mobberley and Knutsford and the lack of opportunities to cross Knutsford Road

Pupils are expected to use any alternative available route that is within statutory walking distance to walk to school.

Important Notes:

- The B5085 has 3 names along the sections that have been assessed; Town Lane, Knutsford Road and Mobberley Road.
- The distances shown in this report should not be used in measuring a child's distance from home to school.
- Each road is assessed for sight lines, traffic flow and visibility; where there is low traffic volume and good visibility a traffic count is not required.

2. Recorded Collision Data

The information is for the whole route that has been assessed between Mobberley and Knutsford.

There were a total of 12 serious and 23 slight PIA's (personal injury accidents). Of the 35 collisions, 11 involved pedestrians of which 4 were of school age.

The breakdown by route section and year is:

Section 1	Total RTCs	Serious	Slight	Comments
2012 (Feb - Dec)	0	0	0	
2013	0	0	0	
2014	2	1	1	1 pedestrian, serious injuries
2015	0	0	0	
2016	0	0	0	

Section 2	Total RTCs	Serious	Slight	Comments
2012 (Feb - Dec)	1	0	1	
2013	2	1	1	
2014	0	0	0	
2015	3	0	3	
2016	2	0	2	


Section 3	Total RTCs	Serious	Slight	Comments
2012 (Feb - Dec)	1	0	1	
2013	2	2	0	
2014	5	2	3	2 collisions involving pedestrians, 2 slight injuries
2015	2	1	1	
2016	4	1	3	

Section 4	Total RTCs	Serious	Slight	Comments
2012 (Feb - Dec)	1	1	0	1 pedestrian, serious injuries
2013	4	0	4	3 collisions involving pedestrians, 3 slight injuries
2014	1	1	0	
2015	1	1	0	1 pedestrian, serious injuries
2016	4	1	3	3 collisions involving pedestrians, 2 slight injuries, 1 serious injuries

3. Route Sections

Section	Description	Distance
1	Starting at the Puffin Crossing on Town Lane (B5085) adjacent to Oldfield Drive ending at Smith Lane.	0.241 of a mile
2	Starts at Smith Lane and follows Knutsford Road to Rookwood Way.	0.731 of a mile
3	Starts at Rookwood Way and continues along Mobberley Road to Middle Walk.	0.888 of a mile
4	Middle Walk passes under the rail bridge and walk diagonally across The Moor to King Street, Church Hill and crossing Toft Road into Bexton Road and Knutsford Academy.	0.546 of a mile






Cheshire East Council

Available Walking Route to School
Mobberley to Knutsford

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Section 1 - Assessment



Available Walking Route to School Mobberley to Knutsford Section 1

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Section Characteristics

- The route assessment starts on Town Lane and pupils who live to the south of this road can cross using the Puffin Crossing.
- Town Lane is a 2 way single carriageway in an urban area with shops and houses on either side of the route.
- The speed limit is 30 mph and there is street lighting along the route until Pavement Lane.
- There is an automatic speed warning sign.

Footway Assessment:

Is there a pavement/ footway segregated from traffic?	Yes
	Pavements are in good condition and are of adequate width, although the assessor noted that width could be improved if house owners cut their hedges back to prevent any encroachment. If these cause a problem then the issues should, in the first instance, be reported to the landowner or secondly to Cheshire East Council 0300 123 5020

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Is there a need to walk on the carriageway?	No
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Crossing Assessment:	
Is a crossing required?	Town Lane – Puffin Crossing and no assessment required. Oldfield Drive – Side road and no further assessment required. Ilford Way – There is a traffic island that pedestrians can use to cross this road. This is also a side road and no further assessment required.
Sighting time	There is adequate sighting time at all crossing locations.
Traffic volume	n/a due to controlled crossing in place.
Gap times	n/a due to controlled crossing in place.

Comments on Section 1
<p>This section of the route is the urban area of Mobberley and is a well-lit route with continuous pavement. The assessor noted that there was one pedestrian collision at the Puffin Crossing on Town Lane.</p> <p>This section has been assessed as available.</p>

Section 2 - Assessment



Available Walking Route to School Mobberley to Knutsford Section 2

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Section Characteristics

- A new pavement has recently been constructed along Knutsford Road and is 2 m wide.
- Knutsford Road is along a rural section with fields and a few houses adjacent to the road.
- There is no street lighting and the speed limit is national speed limit.
- The speed limit changes to 30 mph approx. 100 m prior to the traffic lights at Rookwood Way.

Footway Assessment:

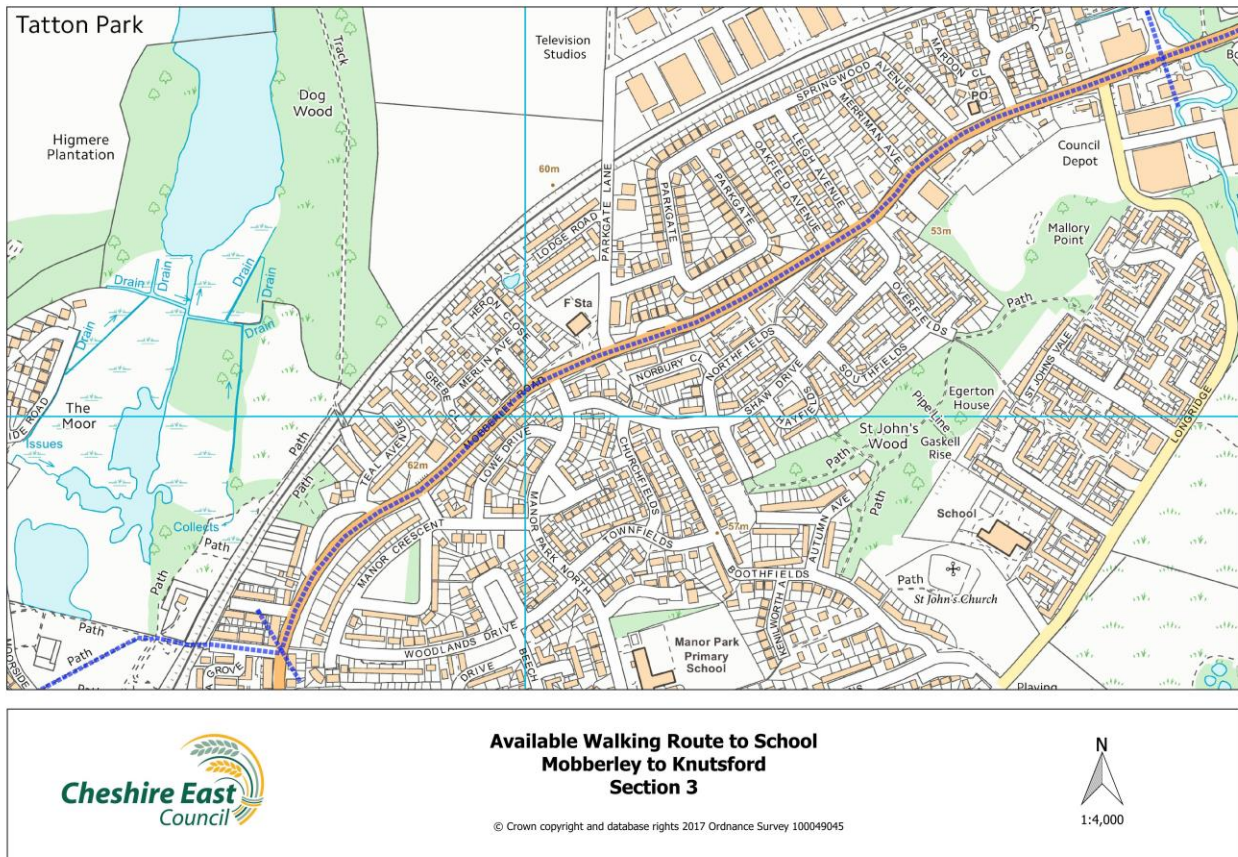
Is there a pavement/ footway segregated from traffic?	Yes
	Pavements are of adequate condition and width.
Is there a need to walk on the carriageway?	No

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Crossing Assessment:	
Is a crossing required?	Smith Lane – Side road no further assessment required. Broad Oak Lane – The assessor noted that the recent addition of dropped crossings away from the mouth of the junction meant that pedestrians were crossing at the narrowest part of the road and that no further assessment was required.
Sighting time	There is adequate sighting time at all crossing locations.
Traffic volume	n/a due to low volume
Gap times:	n/a due to low volume

Comments on Section 2
<p>This section of the route had previously been assessed as unavailable due to the lack of path with hard paved surface; however, the construction of the new path has created a walking route between Mobberley and Knutsford.</p> <p>This section of the route has been assessed as available.</p>

Section 3 - Assessment



Section Characteristics

- The section of the road is along Mobberley Road and is in an urban area with houses and local businesses on either side of the road.
- The first section is a shared path and both cyclists and pedestrians can use the pavement.
- The speed limit is 30 mph and there is street lighting.

Footway Assessment:

Is there a pavement/
footway segregated
from traffic?

Yes

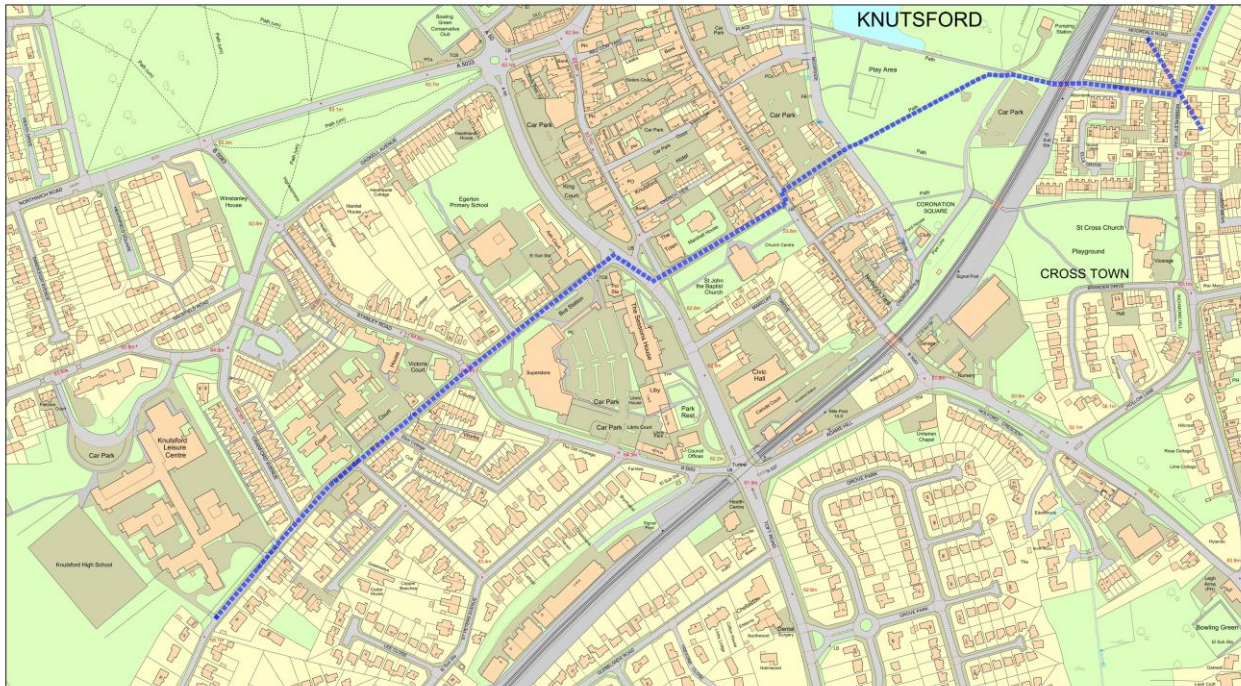
The pavement is in generally good condition; however, in a number of locations the surface is uneven, with the probable cause being tree roots. This could cause a tripping hazard for pedestrians, especially those with impaired vision or who have difficulty walking, and will be a particular issue during the hours of darkness. The footpath is of adequate width.

Is there a need to walk on the carriageway?	No
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Crossing Assessment:	
Is a crossing required	<p>Rookwood Way – Pedestrian phase in traffic lights, no further assessment required.</p> <p>Montmorency Road – Side road and no further assessment required.</p> <p>Springwood Ave – Side road and no further assessment required.</p> <p>Merriman Ave – Side road and no further assessment required.</p> <p>Leigh Ave – Side road and no further assessment required.</p> <p>Oakfield Avenue – Side road and no further assessment required.</p> <p>Parkgate Lane – There is a traffic island but not designed for use as a crossing point. Pedestrians are directed to the dropped crossing. This is a side road and no further assessment required.</p> <p>Kestrel Ave – Side road and no further assessment required.</p> <p>Moordale Ave – Side road and no further assessment required.</p>
Sighting time	There is adequate sighting time at all crossing locations.
Traffic volumes	n/a due to low volume
Gap times	n/a due to low volume

Comments on Section 3
<p>This section is in an urban area with street lighting and on continuous route.</p> <p>This section has been assessed as available.</p>

Section 4 - Assessment



Available Walking Route to School Mobberley to Knutsford Section 4

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Section Characteristics

- All of this section is in a 30 mph zone, unless noted and there is street lighting for the most part, unless noted.
- The section passes through Knutsford town centre and is used by pedestrians and pupils travelling to and from local schools.
- The first part of this route passes down Middle Walk and under the railway bridge – the assessor noted that although the short tunnel under the railway bridge (approximately 11 metres) is unlit, it is a well-used route.
- There is lighting on Middle Walk and annual traffic counts are undertaken as part of the monitoring programme for Cheshire East's Cycling Strategy.
- The route then passes diagonally through The Moor which is a popular local park. This path is not lit although the assessor noted that there are other paths in the park that are lit.
- There is a channel for a small stream running adjacent to Moorside which could cause a trip hazard but the assessor noted that there is an adjacent street light and it is also a well-used route.
- The route then passes through the King Street car park. There is a section in the car park where there is no pavement but the assessor noted that pedestrians freely walk around the car park where traffic speeds and volumes are low and very few pedestrians used the pavement.

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- The route crosses King Street which is a road busy with pedestrians and some traffic. There is good visibility on this crossing point and traffic speed is generally low.
- The route follows Church Hill Walk which is a cobbled road and pavement on one side of the road.
- Pedestrians then need to cross Princess Street to access the traffic lights on Toft Road.
- Toft Road can be crossed using the pedestrian phase in the traffic lights.
- The route follows Bexton Road crossing Stanley Road.

Footway Assessment:

Is there a pavement/footway segregated from traffic?	Yes
	Good quality pavement with adequate width for the majority of the route except the section in the King Street car park.
Is there a need to walk on the carriageway?	Yes
	There is a small 10 metre section in the King Street Car Park where there is no pavement, however, the assessor noted that pedestrians walk freely in the car park and do not appear to use the existing pavement as traffic speeds and volumes are low.

Crossing Assessment:

Is a crossing required?	Moorside – This is a quiet road with low traffic flows – no further assessment required. King Street is a one way street well used by pedestrians as it is a shopping centre, the road has good visibility, traffic speeds are low and no further assessment required. Princess Street is a one way street. Pedestrians can cross using the dropped crossing points and the road has good visibility and traffic speeds are low as vehicles are approaching a junction. Toft Road – There is a pedestrian phase in the traffic lights and no further assessment required. Stanley Road – Side road and pedestrians can cross using the raised table.
Sighting time	There is adequate sighting time at all crossing locations.
Traffic volume	n/a - Moorside, King Street and Princess Street due to low traffic volumes. Toft Road due to a controlled crossing in place and Stanley Road due to traffic calming and uncontrolled table type crossing.
Gap times	n/a (see Traffic volume comment)

Comments on Section 4

The assessor noted that there are many pupils, attending both Knutsford Academy and other local schools, who walk across The Moor and through the town centre to access their school. There are numerous routes used by these pupils who cross at various locations.

The assessor noted that the town centre was a well used pedestrian route for pupils travelling to and from school.

The assessor noted that there was 1 collision involving a child pedestrian on the route which took place at the crossing location on Toft Road.

The route was assessed as available.



Available Walking Routes

Mobberley to Knutsford Academy

Engagement Report

October 2017

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1. Summary

This report provides details and analysis of the results of the engagement process conducted in respect of the new available walking route between Mobberley and the Knutsford Academy following the installation of a new pavement.

The engagement ran for the period 20 September 2017 to 17 October 2017. It was publicised by a number of routes including:

- Direct mail to the 60 parents who could be affected
- Press release
- Bulletins to local schools
- Coverage in the Knutsford Guardian

Responses were invited via:

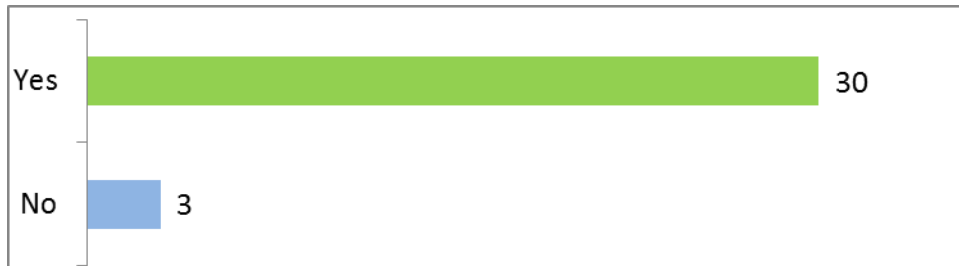
- Online survey
- Email
- Paper questionnaire

In total 35 people responded online with a further 11 responses received by email. Those replies are detailed herein, with all replies anonymised in accordance with our declared data protection policy.

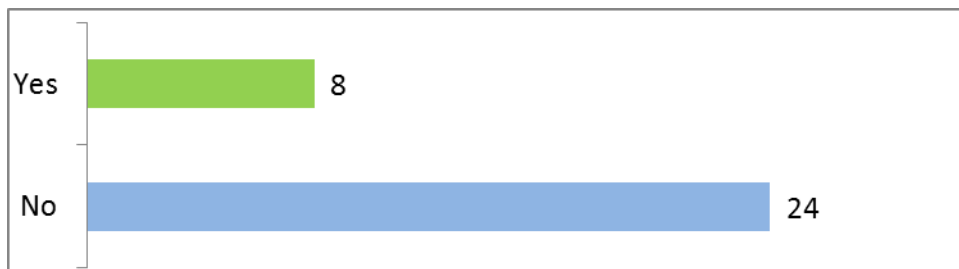
2. The Answers Received to Yes/No Questions

NB: Not every respondent answered every question, therefore the totals do not all tally precisely

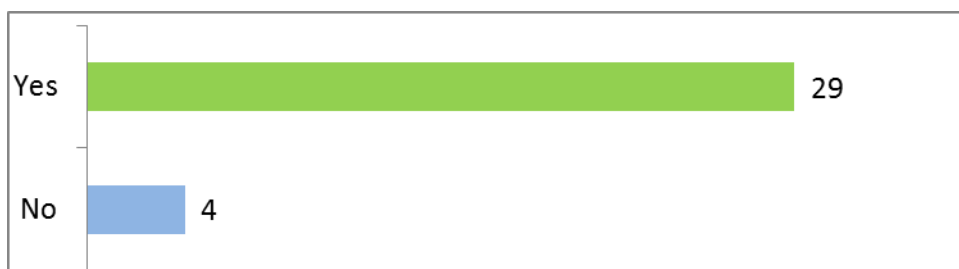
Q1: Do you live in Mobberley?



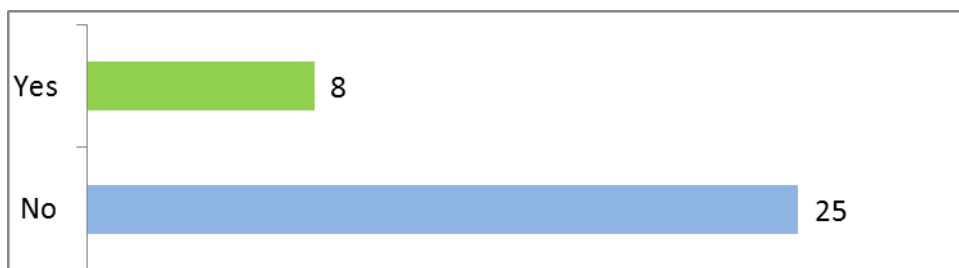
Q2: Do you have a child currently attending Knutsford Academy/The Studio?



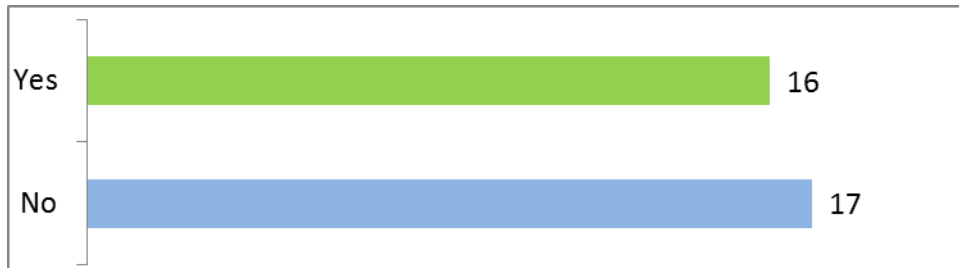
Q3: Do you have a child currently attending a local primary school who is likely to attend the Academy/Studio in the future?



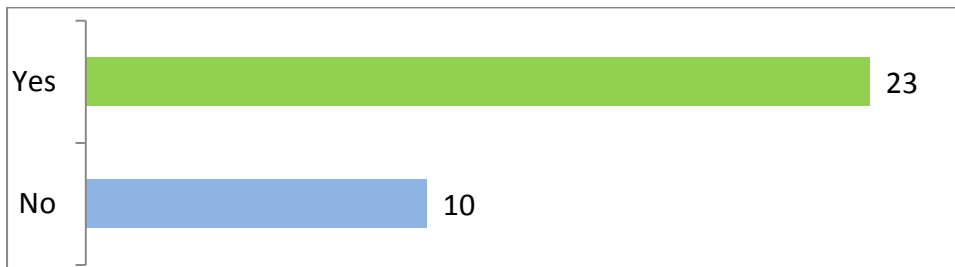
Q4: Are you currently receiving free transport to school?



Q5: Were you aware that the Authority only has a statutory duty to provide travel assistance to pupils aged 11-16 who live further than 3 miles from school?



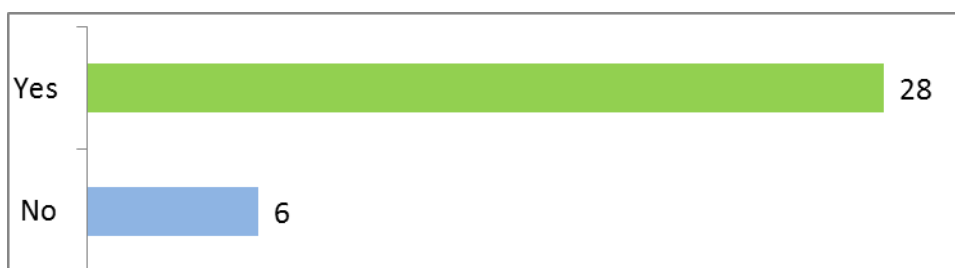
Q6: Were you aware that it is national policy that it is the parent's responsibility to ensure their child travels to school safely?



Q7: Have you read the Cabinet paper which proposed changes to transport for Academy/The Studio pupils?



Q11: Did you find it easy to participate in this engagement process?



If you answered no, please provide further information below

There were four responses to this as below:

There hasn't been an engagement process! How it can be called that when it began AFTER the footpath was laid. The council is clearly trying its hardest to make any decision a formality. Well you may just have outsmarted yourselves this time.

I was not contacted nor was my opinion actively sought (sic) I had to hear about this from other parents

I have not seen any previous communication that the pavement would be used to scrap free school transport. The public was not consulted.

The survey is one thing but consultation should be in person too, make sure no-one is hiding behind technology

3. The Responses Received to Free Text Questions

Notes:

- *These include the text comments received by email*
- *All respondents made more than one point, therefore the count of items below is greater than the 46 respondents*
- *The topics raised have been grouped below into common themes*

Q8. Do you have any specific queries about the route? } Combined
Q10. Do you have any further comments? }

Themes	Count of mentions
The road/route is unsafe and dangerous	22
It is dark with no street lighting	27
Traffic speed is high/national speed limit	30
Pupils will be wet in school/have to carry heavy bags etc.	17
Length of journey/time taken	9
Will add to existing traffic	10
Vulnerability of solo walkers	11
The lower school is further away	8
Impact on children's wellbeing and learning	13
Conflict with parents work time/patterns	4
Has any officer/councillor walked the route	4
Has the DfE guidance been properly applied?	6

Q9: Do you have any suggestions in relation to the implementation of the policy?

Subject Raised	Count of mentions
Install other new pedestrian crossings	3
Introduce traffic calming/Lower speed limit/speed bumps/speed camera/crossing patrols	2
Install more street lighting	3
Continue with a Paid/subsidised school bus	2
Don't implement the policy	16

David Laycock/Ryan Hackney
27/10/17

APPENDIX C – CEC response to the comments raised during the public engagement

Themes	Response
The road/route is unsafe and dangerous	<p>This is not supported by the independent route assessment undertaken on the Council's behalf.</p> <p>In the case of Regina v Rogers and another, the judgement by the House of Lords supported the line consistently taken by Essex County Council that for a route to be available, it must be a route along which a child, accompanied as necessary, can walk with reasonable safety to school. A route would not fail to qualify as “available” because of dangers which would arise if the child was unaccompanied.</p> <p>The assessments are undertaken in accordance with Cheshire East Council's ‘Mainstream Home to School Transport Policy – Assessment of availability of routes to be walked’, which reflects guidance issued by Road Safety GB ‘Assessment of Walked Routes to School’ and the Department for Education ‘Home to school travel and transport guidance’. All assessments are verified with traffic counts where necessary and details are recorded in a written report which contains maps. No crossing point can be absolutely safe; the term used in the guidance is “reasonable safety” as such the walking route is available.</p>
It is dark with no street lighting	<p>Road Safety GB guidance on route assessments states “On its own the absence of street lighting does not make a route unsafe”</p> <p>It is assumed that children are accompanied as necessary by a responsible parent or carer. The existence or otherwise of street lighting is taken into account where this will assist drivers in seeing pedestrians walking in the road or at identified crossing points where no formal crossing exists (such as a light controlled or zebra crossing). If a continuous suitable footway exists then street lighting is desirable but may not be required for a route to be assessed as available.</p>
Traffic speed is high/national speed limit	The route assessment has taken speed limits into account together with traffic volumes and noted that pupils are not expected to cross the B5085 Knutsford Road where the

	national speed limit applies. If vehicles are exceeding the speed limit, then this is a police matter and should be reported.
Length of journey/time taken	<p>With regard to the distance the law states that the statutory walking distance is two miles for children under eight and three miles for children aged eight and over. The measurement of the statutory walking distance is measured by the shortest route along which a child accompanied as necessary, may walk with reasonable safety. As such, the route measured may include footpaths, bridleways and other pathways as well as recognised roads.</p> <p>DfE guidance states that: “Best practice suggests that the maximum each way length of journey for a child of primary school age to be 45 minutes and for secondary school age 75 minutes “</p>
Will add to existing traffic	The proposals only affect 37 pupils. Some of these may opt to continue to use the existing bus service. However this proposal is focussed on making the route available for walking to school which will not impact traffic volumes.
Vulnerability of solo walkers	<p>Case law and national guidance states that it is for a responsible parent or carer to ensure that a child is accompanied as necessary on the walking journey to school.</p> <p>It is not mandatory that pupils use this walking route. Parental judgement might suggest that alternatives are more appropriate for individual children. As above pupils may continue to use the existing bus service but this would not be free.</p> <p>Given that school start and finish times are largely the same for all pupils it is highly likely that they will, either by design or coincidence, end up walking in groups, should they choose to walk.</p>
The lower school is further away	This point is accepted and results in the distance for lower school pupils (years 7 & 8) being extended by 0.3 miles. Individual journey distance will be re-assessed on that basis which will result in some pupils continuing to receive free transport until they move to the Upper School site.

Impact on children's wellbeing and learning	Walking is generally accepted to have a positive impact on health and wellbeing.
Conflict with parents work time/patterns	<p>It is the parent's responsibility to ensure that their child attends school regularly and the need for travel planning should be considered as part of that. The subsidy payments may offer some funding for alternative transport measure which might not have been thought necessary when this school was originally chosen prior to the route becoming available.</p> <p>Of the 48,476 children of compulsory school age within Cheshire East only 3,802 receive travel assistance. Therefore 44,674 parents (92%) are successfully managing their responsibility in this respect.</p>
Has any officer/councillor walked the route?	Yes, both officers and councillors have walked the route on a number of occasions.. Local head teachers have also been offered this same opportunity.
Has the DfE guidance been properly applied?	<p>Yes – the assessment has been undertaken in accordance with Cheshire East Council's Available Routes to School Policy, which reflects guidance notes issued by Road Safety GB in 2017 'Assessment of Walked Routes to School' and the Department for Education in 2014 'Home to School Travel and Transport Guidance'.</p> <p>It is reviewed and countersigned by a Senior Road Safety Engineer, the CEC Highways Contract Manager and a CEC Senior Commissioning Manager.</p> <p>The assessor is personally qualified as follows:</p> <p>Qualifications:</p> <ul style="list-style-type: none"> • Degree level qualification in 'Accident and Safety Management' • RoSPA Accident & Investigation Training Qualification <p>Experience:</p> <ul style="list-style-type: none"> • 18 years in Road Safety • 11 years in Safer Routes to School • 6 years in Transport Policy • 6 years experience in assessing available walking routes to school

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Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Executive Director Place
Subject/Title:	Notice of Motion - Local Plan Housing Land Supply
Portfolio Holder:	Cllr Ainsley Arnold, Housing, Planning and Regeneration

1. Report Summary

- 1.1. Council requested, at its meeting on 14th December 2017, that a report be presented to the Cabinet setting out the work required to refresh the Local Plan to ensure that Cheshire East has a secure and robust 5-year housing land supply. The request was in response to a Notice of Motion proposed by Cllr Sam Corcoran which drew attention to a recent Government consultation regarding potential changes to national planning policy for housing (*Planning for the right homes in the right places*, DCLG, September 2017) and a figure for Cheshire East's annual housing need published alongside the consultation paper which was less than the figure set out in the recently adopted Local Plan Strategy.
- 1.2. This report explains the background to the Government's consultation and its implications for the Local Plan Strategy including its housing figure.

2. Recommendation

- 2.1. That the Cabinet notes the explanation given in this report why a recent indicative figure of housing need for Cheshire East published alongside the recent Government consultation paper *Planning for the right homes in the right places* cannot be substituted for the current Local Plan housing figure for the purposes of calculating 5 year housing supply.

3. Reasons for Recommendation

- 3.1. The recommendation addresses the request made by Council.

4. Other Options Considered

- 4.1. There are no realistic alternatives.

5. Background

- 5.1. The Council adopted its Local Plan Strategy in July 2017. It sets out a 20 year planning framework to deliver sustainable development. It provides for 36,000 additional homes which supports further economic investment and jobs growth to 2030. This equates to an annual average housing requirement of 1,800 homes. The adoption of the Plan followed an exhaustive examination of the Plan's policies and proposals by an independent and senior Planning Inspector. The Inspector found that the plan was sound subject to a number of modifications and therefore capable of adoption. In concluding that the Plan was sound, he was satisfied that it provided for a 5 year supply of deliverable housing land.
- 5.2. The Notice of Motion is reproduced in Appendix 1 to this report. It highlights that a recent Government consultation included a figure of housing need in Cheshire of 1,142 homes/year and that the Council could take advantage of this lower figure through a review of the Local Plan which would then secure a robust 5 year housing land supply.
- 5.3. A priority of the Government is to significantly increase the supply of housing. In February 2017 the Government published a Housing White Paper, *Fixing our broken housing market*, setting out plans to reform the housing market and boost the supply of new homes in England. It identified the continued need to reform the planning system to assist with the achievement of these objectives. One aspect of this was to make local plans easier to produce, including reducing the complexity and lack of transparency around identifying housing requirements. The White Paper highlighted the absence of a single methodology to establish housing requirements and the delay in getting plans in place because of the lengthy debate on this issue at local plan examinations. The White Paper stated that the Government would consult on options for introducing a standardised approach to assessing housing requirements.
- 5.4. In September 2017, the Government published a consultation document *Planning for the right homes in the right places*. It sought views on a number of planning reform proposals including a standardised formula for calculating local housing need. Alongside the consultation paper, the Government published indicative figures of housing need for each local planning authority based on this proposed new formula. The indicative figure for Cheshire East was 1,142 homes/year.
- 5.5. Like the Government's proposed new housing need formula above, the 1,800 dwellings per annum figure in the Cheshire East Local Plan Strategy takes account of both the Office for National Statistics' projected household growth and housing market signals. However, it also reflects other factors such as the level of jobs growth projected to take place in the Borough over the Plan period (net jobs growth of 31,400, which equates to an average of 0.7% per annum). It was this level of jobs growth, alongside provision for older people that ultimately elevated the Council's housing requirement to the 1,800 figure in the Plan.

- 5.6. The National Planning Policy Framework requires Councils to identify and update annually a supply of specific deliverable sites sufficient to provide five years' worth of housing against their "*housing requirements*". The National Planning Practice Guidance indicates that "housing requirement figures in up-to-date adopted Local Plans should be used as the starting point for calculating the 5 year supply". It goes on to suggest that "considerable weight" should be given to those figures, unless significant new evidence comes to light.
- 5.7. It should also be borne in mind that the proposed new formula for calculating housing needs is currently a draft proposal the subject of consultation. The consultation closed on 9 November and the Government is still considering the feedback it received. As such it is currently not known whether, or in what form, any new formula will be taken forward by way of formal changes to national planning policy. It is understood that the Government intends to publish draft changes to the National Planning Policy Framework early this year for consultation, with a view to formally updating the Framework during summer 2018.
- 5.8. Despite the Local Plan Inspector agreeing with the Council that a 5 year supply of deliverable housing land (5.3 years) could be demonstrated through the Local Plan Strategy, the existence of a 5 year supply continues to be challenged at appeal. In two recently dismissed appeals relating to sites at White Moss Quarry, Alsager and Park Road, Willaston, both decided following Public Inquiries, the Inspectors found that the deliverable housing land supply was either marginally less than or marginally above the required 5 years. They took the view that a 5 year supply could not be robustly demonstrated and, as such, the 'tilted balance' as set out in paragraph 14 of the National Planning Policy Framework should be applied in making their decisions. Where the 'titled balance' is engaged, planning permission should be granted unless any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in this Framework taken as a whole.
- 5.9. The issue of 5 year supply is next being considered as part of an appeal by Muller Properties relating to a proposal for 189 homes on land between Audlem Road/Broad Lane and Peter Destaplegh Way, Stapeley, Nantwich (Public Inquiry 20-23 February). Members may be familiar with this proposal which has a long planning history and is now being re-determined by the Secretary of State following a High Court judgement last year. The Council's firm position is that there is a 5 year housing supply based on the fact that there are over 20,000 committed homes through the planning application system and an additional 600 ha of housing land allocated in the Local Plan Strategy. The Council's evidence has been completely updated since the appeals in the autumn. In support of that position it is being highlighted that:
- the five year supply demonstrated through the Local Plan followed 11 weeks of examination hearings with housing being a core matter throughout. The Inspector concluded that the Council had '*undertaken a robust, comprehensive and proportionate*

assessment of the delivery of its housing land supply, which confirms a future 5-year supply of around 5.3 years.';

- the Council's approach towards determining lead-in times and dwelling completions on sites should be followed in deciding planning appeals given that they have been considered and endorsed by the Local Plan Inspector and they align with the most up to date evidence;
- recent case law from the Court of Appeal places more emphasis on the capability of sites coming forward within 5 years rather than their actual delivery timescale;
- the Council is working proactively with landowners and developers to bring sites forward without delay and is continuing to update its intelligence about housing delivery and site progress;
- the Council's is making considerable efforts to boost housing supply, evident through the continued increase in housing delivery year-on-year and the significant number of permissions being granted. To illustrate this:
 - there are now over 20,000 dwellings with permission but not yet constructed;
 - in the last 12 months alone, 5269 dwellings were granted planning permission; and
 - just under half of all the dwellings proposed on allocated Strategic Sites now have planning permission (8,904 out of 18,555 proposed dwellings);
- the Council is putting greater focus on developers to bring forward sites and develop them out quickly. There is no shortage of housing land in the Borough – the issue is ensuring that it is able to be built on without delay;
- the Council continues to secure support at a national level towards key infrastructure that will help bring forward the development of housing sites, including £20million of Housing Infrastructure Fund to facilitate housing growth in both Crewe and Macclesfield announced at the beginning of February.

5.10. In conclusion, National Guidance is clear that the housing requirement in the Local Plan should be the benchmark for calculating housing supply. The indicative housing need figure published by the Government alongside its recent consultation paper *Planning for the right homes in the right places* does not provide a substitute figure to the one set out in the Local Plan Strategy. In as much as the draft national figure is material, it shows that in setting a housing requirement of 1800 homes, the Council has taken full account of local housing needs. The Council remains firm in its position

that there is a 5 year supply of deliverable housing land and is continuing to robustly argue this point at appeal.

6. Wards Affected and Local Ward Members

- 6.1. No wards are directly affected by this report although planning for housing is of close interest to members and their constituents across the borough.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. There are no new policy implications arising from this report.

7.2. Legal Implications

- 7.2.1. There are no specific legal implications arising from this report but as the report outlines the issue of five year supply is linked to planning appeals.

7.3. Financial Implications

- 7.3.1. There are no financial implications arising from this report.

7.4. Equality Implications

- 7.4.1. There are no equality implications arising from this report.

7.5. Rural Community Implications

- 7.5.1. There are no specific implications for our rural communities arising from this report but clearly the issues relating to the Local Plan and the delivery of five year supply has impacts on the whole of Borough including rural areas.

7.6. Human Resources Implications

- 7.6.1. There are no human resource implications arising from this report.

7.7. Health and Wellbeing Implications

- 7.7.1. There are no implications for health and well-being arising from this report.

7.8. Implications for Children and Young People

7.8.1. There are no implications for children and young people arising from this report.

7.9. Overview and Scrutiny Committee Implications

7.9.1. There are no implications for children and young people arising from this report.

7.10. Other Implications

7.10.1. There are no other implications arising from this report.

8. Risk Management

8.1. This report does not give rise to any additional risks.

9. Access to Information

Documents referred to in this report:

1. *Housing White Paper: Fixing our broken housing market*, DCLG, February 2017

<https://www.gov.uk/government/collections/housing-white-paper>

2. *Planning for the right homes in the right places: consultation proposals*, DCLG, September 2017

<https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals>

3. *Cheshire East Local Plan Strategy*, July 2017

http://www.cheshireeast.gov.uk/planning/spatial_planning/cheshire_east_local_plan/local-plan-strategy/local_plan_strategy.aspx

10. Contact Information

Contact details for this report are as follows:

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Appendix 1 - Notice of Motion to Council 14 December 2017

Local Plan Housing Land Supply

Submitted by Councillor S Corcoran

That this Council notes that

1. in a recent planning appeal case the Inspector considered whether Cheshire East Council had a 5-year housing land supply and said, "To my mind, even though the calculated supply includes a 20% buffer, the 5-year supply should be considered to be marginal and, potentially, in doubt" and said "I conclude that it would be both cautious and prudent in the circumstances of this case to regard policies for the supply of housing to be considered not up-to-date, thus engaging the tilted balance of paragraph 14 of the Framework."
2. the Local Plan assumes a housing need of 1800 p.a.
3. a recent government consultation included a figure for housing need in Cheshire East of 1142 p.a.
4. if the 5-year housing land supply calculation were based on a housing need of 1142p.a. then Cheshire East would have a secure and robust 5-year housing land supply
5. in order to take advantage of the lower figure for housing need in calculating a 5-year housing land supply, the Local Plan will need to be refreshed.

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Cheshire East Council

Cabinet

Date of Meeting: 13th March 2018

Report of: Frank Jordan, Executive Director - Place

Subject/Title: Notice of Motion - UK100

Portfolio Holder: Cllr Ainsley Arnold, Housing, Planning and Regeneration

1. Report Summary

- 1.1. On the 14th December a Notice of Motion was raised at Full Council. The Notice regarded the approach of the authority towards energy reduction in the provision of our services, and our leadership role in encouraging clean growth across the Borough in line with the Government's Clean Growth Strategy.
- 1.2. Specifically the Notice of Motion (Appendix 2) proposes that the Council acknowledges the benefits of clean growth and resolves to:
 - 1.2.1. Match the ambitions of the UK100 Agreement through pledging to achieve 100% clean energy across Cheshire East Council's full range of functions by 2050 (defined as 70% from fully renewable sources [Wind, Water, Solar], with the remainder from other low CO2 forms of energy production, in line with ambitious post-2040 energy mix forecasts;
 - 1.2.2. Work in partnership with our residents and business community to deliver against the commitments made nationally and internationally at the 2015 Paris Summit;
 - 1.2.3. Turn these commitments into reality through developing a 'route map' to a sustainable future, working together with Cheshire East's business, educational and residential communities as part of an integrated approach to a shared sustainable future.
- 1.3. The UK100 Agreement is part of a wider approach backed by government, businesses and communities to deliver clean growth. It describes itself as 'a highly ambitious network of local government leaders, which seeks to devise and implement plans for the transition to clean energy that are ambitious, cost effective and take the public and business with them.' Its goal is for towns and cities to transition to 100% clean energy by 2050 in support of international agreements on climate change.

- 1.4. The authority already has in place policies and initiatives to support energy reduction, through the Cheshire East Energy Framework and our Carbon reduction programme. This means that the Notice of Motion is consistent with existing policy.
- 1.5. However, given the complex nature of clean growth, covering all aspects of our service provision and having impacts beyond the authority, it is recommended that the Council does not resolve to sign up to the UK100 at this stage, but incorporates the ambition of the Motion into the creation of a Cheshire East Energy Strategy which builds on the Cheshire East Energy Framework.
- 1.6. This strategy would cover some of the following aspects:
 - Reducing emissions and promoting the use of clean energy through the use of its fleet and that of its major contractors and ASDVs.
 - Promoting sustainable transport methods to be used by the Council's staff.
 - Reducing carbon emissions and utilising renewable energy in relation to council's use of buildings and IT equipment.
 - Building criteria in relation to renewable energy in to the specification for procurement of energy by the council.
 - Building environmental considerations in to the social value criteria for major procurement activity undertaken by the council.
 - Using our leadership and commissioning role to influence our partners to adopt a similar strategy
 - Where appropriate, to build sustainable energy in to the strategic development and regeneration schemes which are led by the council.
 - Investing and/or developing renewable energy facilities e.g. solar photo voltaic facilities, battery storage facilities, heat networks in the Borough.

2. Recommendation

2.1. Cabinet is recommended to:

- 2.1.1. Request the Executive Director of Place to present an Energy Strategy for Cabinet to consider in November 2018.

3. Reasons for Recommendation

- 3.1. There are likely to be wide ranging implications of achieving the aims of the UK100 agreement, in how we deliver our services. It will also have implications for the sustainable growth of the Borough and how we respond to the Government's Clean Growth agenda.

4. Other Options Considered

- 4.1. The recommendation does not propose a decision by the authority on membership of the UK100 at this stage, but recommends that a decision is made in light of a wider, more holistic, view of our approach to energy and carbon reduction.
- 4.2. The other option, to accept to become a signatory to the UK100 Agreement, could bring benefits to the Council in meetings its Energy Vision. However, the implications and impact to the Council need to be fully understood and therefore it is recommended a decision would be better made in light to the wider work the Council is pursuing on energy.

5. Background

- 5.1. 78 local authorities have signed up to UK100 including Cheshire West and Chester and Warrington locally, all signatories are listed in appendix 1. They pledge to;
- Devise plans to achieve 100% clean energy at city/local level by 2050 that are ambitious, cost effective and take the public and business with them.
 - Work with business allies, bringing private and public sector together
 - Collaborate across a peer-to-peer network, learning from each other
 - Deliver climate action by promoting co-benefits of economic growth and health and well-being
 - Work together to influence national policy
 - Make material contribution to emissions reductions
- 5.2. The Agreement is focussed on supporting local leadership on clean growth, networking, and collective actions to accelerate the transition to clean energy locally and nationally. It is also aligned with campaigns on active citizenship on climate issues, green finance, and air quality.
- 5.3. Much of the activity to deliver the ambition of the UK100 will be delivered through national activity, in particular the decarbonisation of the power grid,

heat, and vehicle technologies. However, local authorities have an important role in applying this to their activities, and as enablers and advocates within the local area.

- 5.4. The Council has already made significant steps towards clean growth through a range of initiatives internally and with our businesses and communities, including;
 - 5.4.1. Cheshire East Council has worked hard since it was formed in 2009 to reduce its energy bills and cut carbon emissions to tackle climate change. The Council spends £2.5 million on energy bills each year, with the Carbon Reduction Commitment legislation costing the council a further £340,000 a year. We have saved over £6.6m to date, and had the Council not taken action, these costs would have also continued to rise.
 - 5.4.2. In 2011 the Council published its Carbon Management Plan, setting itself a challenging target of reducing emissions by 25%, or to a level of approximately almost 13,000 tonnes, by 2016. A number of projects were undertaken to reach this goal; for example rationalising the Council's property portfolio and making improvements to remaining buildings; efficiency measures include lighting schemes, boiler replacements, heating controls, voltage optimisation, insulation, variable speed drives, solar photo voltaic cells and Combined Heating and Power.
 - 5.4.3. The Council exceeded its target, reaching a 42% saving on carbon within that period – a saving of 7,033 tonnes CO₂ within the property portfolio alone. Street lighting LED conversions, managed by Highways, is set to reduce CO₂ emissions by 3,052 tonnes by April 2018 and a further 2,300 tonnes CO₂ in 2018-19. In order to further improve on this saving; a further target has been set – to reduce emissions by a further 20% by 2020.
 - 5.4.4. The Council also developed its wider Energy Framework in January 2015, recognising that local authorities not only have a role to ensure sustainable development locally, but also have a role in low carbon and energy-related projects - delivering savings to help reduce the cost of local government and new income streams to support local investment priorities and stimulate growth and resilience in the local economy. It set out the Vision for affordable energy, growing energy businesses, and promoting independent energy locally.
- 5.5. The Council is also leading other work on reducing emissions from housing and transport, and the holistic nature of an Energy Strategy will enable all of this activity to be brought together into a clear approach to meeting or energy ambitions.

6. Wards Affected and Local Ward Members

6.1. Wards Affected

6.1.1. All

6.2. Local Ward Members

6.2.1. All.

7. Implications of Recommendation

7.1. Policy implications

7.1.1. There are no specific policy implications arising from this paper however the energy strategy would support the delivery of the council's corporate plan in relation to Outcome 4.

7.2. Legal Implications

7.2.1. There are no immediate legal implications arising from Cabinet approving the recommendation of this report.

7.3. Financial Implications

7.3.1. The delivery of our energy objectives are subject to the Council's financial processes to ensure value for money and/or a financial benefit to the authority. This approach will continue to apply in developing an Energy Strategy.

7.4. Equality Implications

7.4.1. The recommendation does not have any direct equality implications.

7.5. Rural Community Implications

7.5.1. The recommendation does not have any unique implications for rural communities.

7.6. Human Resources Implications

7.6.1. The recommendation does not have any direct human resources implications.

7.7. Health and Wellbeing Implications

7.7.1. The achievement of the UK100 goals will have a positive impact on public health through reductions in pollution and encouragement of more sustainable modes of transport.

7.8. Implications for Children and Young People

- 7.8.1. The recommendations do not have any direct implications on service provision for children and young people.

7.9. Overview and Scrutiny Committee Implications

- 7.9.1. The recommendation does not have any direct implications.

7.10. Other Implications (Please Specify)

- 7.10.1. There are no other implications other than those identified above.

8. Risk Management

- 8.1. There are no identified risks with the recommendation.
- 8.2. Projects or programmes derived from the Cheshire East Energy Strategy will be subjected to the robust governance and management arrangements of the authority, which includes the monitoring and effective control of risks and issues.

9. Access to Information

- 9.1. The 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 1 – UK100 Signatories January 2018

Ashfield	Ealing	Leicester	Southampton
Barnsley	East	Lewisham	Southwark
Bassetlaw	Dunbartonshire	Lincoln	St Helens
Birmingham	Edinburgh	Liverpool	Stevenage
Blackpool	Enfield	Manchester	Stockport
Bolton	Exeter	Milton Keynes	Stroud
Bradford	Gedling	Newcastle	Sunderland
Brent	Glasgow	Newham	Swansea
Bury	Greenwich	Norwich	Tameside
Caerphilly	Hackney	Nottingham	Torfaen
Calderdale	Halton	Oldham	Tower Hamlets
Cambridge	Haringey	Oxford	Trafford
Camden	Harlow	Peterborough	Wakefield
Cheshire West	Harrow	Plymouth	Warrington
Chester	Inverclyde	Preston	Wigan
Corby	Islington	Reading	Wirral
Crawley	Kirklees	Rochdale	Wolverhampton
Derby	Lambeth	Salford	
Dudley	Lancashire	Sheffield	
County Durham	Leeds	South Tyneside	

Examples of activity in signatory Councils.

- Swindon joined because it made good financial sense for the council and their residents. Their target is installing 200MW of renewable energy by 2020, the equivalent to 100% of all energy used in local homes.
- Barking and Dagenham want to be London's leader in carbon reduction and renewable energy. B&D Energy was established to supply cheap, clean energy to residents. 7 heat networks have been identified in the borough, allowing the potential to tap into sales of £10m.
- Oxford focused on clean solar and hydro projects to create a Low Carbon Hub that develops clean energy and community energy projects in the city. They offered people the opportunity to invest directly for a good financial, social and environmental return.
- Peterborough wanted to reduce residents' landfill to zero. They have a plant that means almost everything put into black bins is converted to heat and electricity and has virtually eliminated waste going to landfill. It will save the council over £1m p.a.

Appendix 2 – Notice of Motion - UK100 Clean Energy by 2050

Proposed by Councillor S Corcoran

This Council acknowledges;

- the historic commitments made at the 2015 United Nations Climate Change Conference in Paris toward the future of renewable energy;
- our responsibility to help secure an environmentally sustainable future for our residents and in relation to the global effects of anthropogenic climate change.

This Council subsequently notes that;

- despite the Paris Agreement placing no binding commitments upon Local Government institutions, we as a Council can still play our part in the global movement towards a sustainable energy future;
- additional benefits of the development of green industries include the potential to create well-paid, high-skilled employment locally, regionally and nationally;
- the UK100 Agreement pledge outlines the ambition for the UK regions to exceed the Paris Climate targets through achieving 100% 'clean energy' usage by 2050.

In light of this, this Council therefore resolves to;

- match the ambitions of the UK100 Agreement through pledging to achieve 100% clean energy across Cheshire East Council's full range of functions by 2050 (defined as 70% from fully renewable sources [Wind, Water, Solar], with the remainder from other low CO2 forms of energy production, in line with ambitious post-2040 energy mix forecasts;
- work in partnership with our residents and business community to deliver against the commitments made nationally and internationally at the 2015 Paris Summit;
- turn these commitments into reality through developing a 'route map' to a sustainable future, working together with Cheshire East's business, educational and residential communities as part of an integrated approach to a shared sustainable future.

References.

For energy mix forecasts see Greenpeace, 'Energy Revolution', p.86:

www.greenpeace.org/international/Global/international/publications/climate/2015/Energy-Revolution-2015-Full.pdf
<http://www.uk100.org/>

Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Executive Director of Place
Subject/Title:	Notice of Motion – M6 Junction 17
Portfolio Holder:	Cllr Don Stockton, Environment

1. Report Summary

- 1.1. On the 14th December a Notice of Motion was raised at Full Council in relation to Junction 17 of the M6.
- 1.2. The Notice of Motion requested that the Portfolio Holder for the Environment, in conjunction with the Executive Director for Place, include within the Council's response to Transport for the North's (TfN) consultation on their Strategic Transport Plan, support for an early inclusion of a major scheme to improve capacity at Junction 17 in Highways England's next investment period.
- 1.3. Consultation on TfN's Strategic Transport Plan commenced on 16th January 2018 and runs to 17th April 2018. This report recommends to Cabinet that the issues at M6 Junction 17 are fully covered in the Council's response to the consultation which will be considered by Cabinet at its April meeting.

2. Recommendation

Cabinet is recommended to:

- 2.1. Note that the issue of capacity at Junction 17 of the M6 and a potential future upgrade to the junction will be addressed in the Council's response to the current consultation on TfN's Strategic Transport Plan, to be considered at the April meeting of Cabinet.

3. Reasons for Recommendation

- 3.1. Junction 17 on the M6 provides vital access to and egress from the busy A534 near Sandbach to the motorway network on one of the busiest sections of motorway in the country forming a key link between Birmingham and Manchester.

- 3.2. Cheshire East has recently adopted its Local Plan which is helping to deliver sustainable growth via jobs and housing to the area. Transport infrastructure plays a vital role in supporting this growth. Sustainable growth will depend on the ability of people to make reliable journeys on Highways England's Strategic Road Network and that the adjacent local roads can cope with the additional traffic that will need to safely access and exit the Junction into the future. The arrival of the HS2 Hub at Crewe will place more demands on the road network in this area, but the growth of traffic on the M6 should not be at the expense of more congestion on local roads which will affect local journeys.
- 3.3. Future investment by Highways England into a major upgrade of Junction 17 should therefore be a key consideration of Transport for the North as they commence their process of developing a Strategic Transport Plan for the North which will be the basis for determining Highways England's future programme.

4. Other Options Considered

Not responding to the TfN consultation or not covering Junction 17 in the response:

- 4.1. Cheshire East is a full member of Transport for the North, so it is considered vital that the Council fully engages in the development of the TfN Strategic Transport Plan. As Junction 17 forms a key element of the Strategic Road Network in the borough, the Council's response should cover this issue.

5. Background

- 5.1. In summer 2015, Highways England completed a small scale improvement scheme at Junction 17 of the M6. This was funded from the Government's 'Pinch Point' programme and was aimed at preventing traffic leaving the M6 queuing back along the exit slip roads and obstructing the main carriageway of the motorway, causing safety concerns.
- 5.2. Highways England modelled the traffic impacts of this scheme and on the basis of these assessments, the scheme progressed. Highways England always envisaged that inevitably there would be a little additional delay on the local road network; offset by improvements to safety and reduced queuing on the motorway network.
- 5.3. Although the results of Highway England's formal post opening assessment of the scheme are awaited, it has become clear that the predicted impact on the local road network had been underestimated by Highways England. Whilst the scheme may have achieved its safety aims, it has also produced a much worsened congestion problem on the local roads. There have been many complaints from residents about this issue. It is important that the local road network and the strategic network work together effectively to support the economy.

6. Wards Affected and Local Ward Members

- 6.1. Sandbach Town and Sandbach Heath and East
- 6.2. Cllr Barry Moran (Sandbach Town) and Cllr Sam Corcoran (Sandbach Heath and East)

7. Implications of Recommendation

- 7.1. The implications of the recommendation will be considered when the Council's response the TfN consultation is fully considered at the future meeting. These implications will include :
 - Policy Implications
 - Legal Implications
 - Financial Implications
 - Equality Implications
 - Rural Community Implications
 - Human Resources Implications
 - Health and Wellbeing Implications
 - Implications for Children and Young People
 - Overview and Scrutiny Committee Implications
 - Other Implications

8. Risk Management

- 8.1. There are no risk management consideration as a result of this recommendation

9. Access to Information

- 9.1. Transport for the North's Strategic Transport Plan consultation document can be found at www.transportforthenorth.com

10. Contact Information

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APPENDIX A

M6 J17 – FUTURE GROWTH AND INVESTMENT

Proposed by Councillor B Moran and seconded by Councillor G Baggott

At M6, Junction 17, the delivery of the Local Plan depends on the ability of people to make reliable journeys on Highways England's strategic road network and that the adjacent local roads can cope with the additional traffic that will need to safely access and exit the Junction into the future. The arrival of the HS2 Hub at Crewe will place more demands on the road network in this area, but the growth of traffic on the M6 should not be at the expense of more congestion on local roads which will affect local journeys.

Future investment by Highways England into a major upgrade of Junction 17 should be a key consideration of Transport for the North as they commence their process of developing a Strategic Transport Plan for the North which will be the basis for determining Highways England's future programme. Consultation on this Plan starts in the New Year and I propose that the Portfolio Holder for the Environment, in conjunction with the Executive Director for Place, include within the Council's response, support for an early inclusion of a major scheme to improve capacity at Junction 17 in Highways England's next investment period.

This Motion reflects the question raised by Fiona Bruce MP, in the House of Commons on 30 November 2017. This concerned the need for improvements at Junction 17 to be prioritised in Transport for the North's Strategic Transport Plan, in order for Cheshire East Council to deliver continuing high levels of economic growth.

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Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Frank Jordan, Executive Director of Place
Subject/Title:	Notice of Motion - Maintenance of Highways in Crewe
Portfolio Holder:	Cllr Don Stockton, Environment

1. Report Summary

- 1.1. On the 14th December a Notice of Motion was raised at Full Council in relation to the maintenance of highways in Crewe.
- 1.2. The Notice of Motion, detailed in Appendix A, requested the Council review its asset led approach to highway maintenance, specifically in Crewe.
- 1.3. The Council has formally adopted the use of Asset Management principles for the future management and maintenance of its adopted Highway Infrastructure, ensuring maximum value for money is obtained for Cheshire East residents and businesses.
- 1.4. Since the adoption of the Asset Management approach the Council has been successful in attaining the highest banding level for the Department for Transport's (DfT) Incentivised funding element, which in 2018/19 is worth over £1.75m.

2. Recommendation

- 2.1. Cabinet is recommended to:
 - 2.1.1. Continue to endorse the Asset Management approach for the management and maintenance of the Borough's highway network.
 - 2.1.2. Note the Council's performance in achieving the highest banding for the Department of Transport's Incentivised Funding element.
 - 2.1.3. Support the proposals to share the annual highway programmes of work on the Council's website, together with the guidance and factsheets explaining the Council's Asset Management approach.

3. Reasons for Recommendation

- 3.1. The approach to asset management in the highways sector has become more sophisticated over the last few years, linking costs to asset deterioration, and how best to spend the available fund to deliver best value.
- 3.2. The intuitive approach before this was to spend the funds allocated to highways on the obvious visual defects. This has resulted in years of 'fire-fighting' adopting a reactive maintenance approach that has never achieved the desired outcomes.
- 3.3. The asset management approach has therefore shifted to favour a more preventative approach to highway maintenance.
- 3.4. Central Government, through the DfT have given clear indication that it expects local highway authorities to embed the use of Asset Management principles for the future maintenance of their highway infrastructure assets delivered through whole life cycle plans.
- 3.5. If the authority does not adopt a full Asset Management approach to its Highway Infrastructure then they will not receive the full level of Incentive funding that could be awarded to the Council. This would place the authority in the lowest band level thereby reducing its funding and also limiting the Councils ability to bid for future funding. This could result in a total loss of £5.25m between now and 2021.
- 3.6. The current process of budget allocation for the Highway Investment Programme provides a logical, transparent and fair approach. The annual investment is split based on 7 borough Areas using the following prioritisation principles:
 - % Road Length of each Area
 - % Condition of each Area based on annual independent survey assessments
 - % Road Classification of each Area (Classified Network vs Unclassified Network)
- 3.7. The methodology has now being developed further to allow a % split for Urban and Rural regions for each Area.
- 3.8. Going against the above robust methodology and just dealing with funding based on road length is against asset management principles as requested by the DfT as we would not be including information such as the condition of the network.
- 3.9. The Council is looking to further develop the Council's Highway Investment Web Page ready for the 18/19 programmes of work, providing information on:
 - The above methodology and the % percentage breakdown for each area for that financial year.
 - Explanation with diagrams on how the highway network is assessed

- Continue to display the Managing and Maintaining the Highway Network Investment Programme on the website in a table format, providing approximate dates when the work will be undertaken, in addition to a brief overview for the selection of schemes for that particular year (Condition, Reactive Repairs, Engineer, assessment, etc)
 - Guides and factsheets about Asset Management will be made available for the residents of Cheshire East to understand the principles behind asset management
 - The Incentive Funding Allocation and why it is important to following an asset management approach to secure additional funding year on year for the highway service from the DfT.
- 3.10. All finalised Carriageway and Footway Programmes will continue to be emailed to all Councillors annually so that they are aware of what is happening in their Area Highway Group.
- 3.11. Due to the condition of network and funding for highways changing year on year, the network needs to be assessed and reviewed annually, using an independent condition survey company, to deliver data intelligence on the network.
- 3.12. Presenting a full indicative list of schemes of repair for Crewe would only be at snap shot of the current year priorities, the list will change year on year which could result in schemes being allocated for that year dropping below the budget cut off.
- 3.13. In addition to the 18/19 programmes of work, the Council will also provide the reserve list of schemes for each area. This will help give an indication of what road and footway schemes are likely to come forward over the next 3 years.
- 3.14. We will also provide a list of annual works for our Level 2 Patching Programme which will be made available annually on the website from April 2018.
- 3.15. Ad-hoc reactive repairs such as potholes, etc cannot be listed as this is determined based on the various factors such as weather, network deterioration and traffic usage.

4. Other Options Considered

- 4.1. It is recommended the Council continue with the Asset Management approach as this ensures value for money is achieved whilst maximising the funding available from DfT.

5. Background

- 5.1. The highway network is the largest and most visible publicly owned asset. It is used daily by the majority of the travelling public for commuting, business, social and leisure activities.

- 5.2. At a national level our economic prosperity relies on reliable movement of goods and people around the highway network. At a local level the highway network helps to shape the character and quality of local areas and makes an important contribution to wider local authority priorities, including regeneration, social inclusion, community safety, education and health.
- 5.3. Like any physical asset, the highway network requires maintenance and renewal to counter deterioration. New infrastructure, once built, also needs to be maintained over its useful life in order to deliver expected benefits. Poor quality roads can create congestion through road works and delays, which costs businesses and individuals through reduced productivity, increased fuel consumption, delayed deliveries and damage to vehicles.
- 5.4. The level of funding allocated to local highway authorities is now based on the local authority's record in pursuing efficiencies and asset management.

6. Wards Affected and Local Ward Members

- 6.1. All Crewe Wards and Ward Members

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. The Council formally adopted the Asset Management Policy and Strategy in December 2015. The Policy and Strategy are reviewed annually and updated in line with the latest guidance.
- 7.1.2. An effective Asset Management approach will ensure that the highway infrastructure assets support the delivery of services and the local economy, taking into account the long term performance of the asset.

7.2. Legal Implications

- 7.2.1. The Highway Asset Management Policy and Strategy supports the Council's role as the Highway Authority for Cheshire East in meeting its statutory duty for maintenance, under the Highways Act 1980.

7.3. Financial Implications

- 7.3.1. The allocation of Highway funding based on Asset Management principles will ensure the Council continues to achieve the highest performance band for Incentive Fund each year:

Year	Maximum Potential Needs Based Funding	Incentive Fund Element
2017/18	£9,290,000	£870,000
2018/19	£8,409,000	£1,751,000
2019/20	£8,409,000	£1,751,000
2020/21	£8,409,000	£1,751,000

7.4. Equality Implications

- 7.4.1. The recommendation to follow asset management principles will allow the service to continue the consideration of mobility issues as part of the prioritisation process.

7.5. Rural Community Implications

- 7.5.1. The recommendation does not have any unique implications for rural communities as the asset management approach is a borough wide approach.

7.6. Human Resources Implications

- 7.6.1. The recommendation does not have any direct human resource implications.

7.7. Health and Wellbeing Implications

- 7.7.1. The highway network is fundamental to the economic, social and environmental wellbeing of our local communities and to the prosperity of the Borough.

7.8. Implications for Children and Young People

- 7.8.1. The recommendation does not have any direct implications for children and young people.

7.9. Overview and Scrutiny Committee Implications

- 7.9.1. Environment and Regeneration Overview and Scrutiny Committee have reviewed and assessed the asset management approach through the Policy and Strategy development.

7.10. Other Implications (Please Specify)

- 7.10.1. None.

8. Risk Management

- 8.1. In order to best manage the Highways assets in Cheshire East, valued at approximately £4.97billion, it is essential that the proposed Asset Management Policy and Strategy is approved by Council.
- 8.2. If the use of Asset Management principles is not fully embedded for all highway infrastructure assets, they will not be managed and maintained effectively. This will result in further deterioration in their condition that will lead to an increased risk to the safety of highway users and an increased

risk of third party claims against the Council. This could be both costly and damaging to the Councils current good reputation.

- 8.3. Additionally, the Council will not be awarded the highest banding for performance which will limit the level of Incentive funding and also limit the Councils ability to bid for future Challenge funding.
- 8.4. The risk of the Highways Service not following approved policies and strategies is that development of programmes could become fragmented and may not follow best practice guidance to provide best value. This could result in financial, operational and reputational risks to Cheshire East Council.

9. Access to Information

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

10. Contact Information

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Appendix A

MAINTENANCE OF HIGHWAYS IN CREWE

Proposed by Councillor J Rhodes and Seconded by Councillor
S Brookfield

This Council should review its current asset led management approach to the repair and maintenance of roads and footpaths in the light of its failure to adequately maintain the highways in the principal town of Crewe.

Furthermore, it should institute an open and transparent system for funding and spending on highways, as is currently used for local highways groups. This would prevent any possible accusation of favouritism towards any particular town or ward. The annual assessment of highways and the list of areas to be maintained should also be made available to Councillors and the public.

Lastly, a comprehensive scheme of repair for highways in Crewe should be drawn up and submitted to the relevant scrutiny committee, alongside an estimate of the 3 year budget requirement.

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Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Executive Director Place
Subject/Title:	North West Crewe Package Procurement Strategy
Portfolio Holder:	Cllr Don Stockton, Environment

1. Report Summary

- 1.1. The Council has set out a clear vision and strategy for sustainable economic growth in the recently adopted Local Plan. A key element of the plan is a significant investment programme in transport infrastructure to support the growth in housing and jobs in the borough.
- 1.2. The North West Crewe Package forms a key part of the Local Plan infrastructure programme for Crewe, which will deliver an improved highway network for the town. The benefits of the North West Crewe Package also extend to unlocking a number of other housing and employment Local Plan allocation sites by improving wider traffic movements and transport links, particularly in North Crewe.
- 1.3. As such, the delivery of the North West Crewe Package is important to achieving a supply of development sites in the wider Crewe area and upholds the Local Plan strategy. The housing sites that would be opened up would also make a significant contribution to maintaining the Council's 5 year housing supply and enable the effective management of any planning applications for land not allocated in the Local Plan. The successful delivery of these sites will also support the emerging strategy development work in the Crewe Masterplan and HS2 Constellation Partnership by demonstrating the town's ability to transform into a more successful place to invest and for its residents to live and work.
- 1.4. The new infrastructure will also provide a new access to Leighton Hospital. These improvements to the Hospital access junction will provide capacity for the predicted growth in traffic during the Local Plan period up to 2030.
- 1.5. This report sets out the proposed procurement strategy for the package of improvements in support of the development masterplan for Leighton.

- 1.6. This report also sets out the project development that has been undertaken to date and sets out the procurement path for delivery of the North West Crewe Package.

2. Recommendation

2.1. The Cabinet is recommended :

- i. To note that the latest total scheme cost estimate for the North West Crewe infrastructure package is £42 million.
- ii. To approve the procurement strategy as set out in paragraph 3.4 for delivery of the North West Crewe Package.
- iii. To authorise the Executive Director Place in consultation with the Director of Legal Services and the Portfolio Holder for Environment to enter into any necessary agreements (or supporting agreements) for the provision of any services required to proceed with all necessary technical work and consultations for the submission of a detailed planning application for the scheme works.
- iv. Subject to the appropriate planning approvals for the scheme works and the associated strategic housing sites and the necessary financial approvals by the Portfolio Holder for Finance and Communications and the Interim Executive Director of Corporate Services (Section 151 Officer) being in place; to authorise that the scheme be procured in line with the recommendations set out in the accompanying Procurement Strategy Report at Appendix 1 and authorise the Executive Director Place in consultation with the Director of Legal Services and the Portfolio Holder for Environment to procure the North West Crewe Package using the SCAPE Civil Engineering and Infrastructure Framework.
- v. To note that a Cabinet report will be coming forward with further recommendations on the funding strategy and which will set out the approval process for the release of funding to deliver the North West Crewe Package of works and that the funding from Cheshire East resources is subject to affordability and is therefore included in the Addendum to the approved Capital Programme.
- vi. Subject to approval of the funding strategy, the appropriate planning approvals for the scheme works and the associated strategic housing sites and the necessary financial approvals by the Portfolio Holder for Finance and Communications and the Interim Executive Director of Corporate Services (Section 151 Officer) being in place, to authorise the Executive Director Place in consultation with the Director of Legal Services and the Portfolio Holder for Environment to enter into any necessary agreements (or supporting agreements) for the delivery of the North West Crewe Package under a Delivery Agreement set out in the procurement route under paragraph 3.4 using the SCAPE Civil Engineering and Infrastructure Framework.

- vii. To note the continued use of the Council's nominated designer using the reach-back arrangement within the current Highway Services Contract to provide design and provision of any services within the scope of the relevant Highway Services Contract and subject to the necessary funding approvals to proceed with the completion of the detailed design and works information, documents and drawings to enable delivery of the works to deliver the North West Crewe Package of new infrastructure works.

3. Reasons for Recommendation

- 3.1. This strategic scheme is a package of measures in the Leighton area of Crewe which will enable the delivery of the Local Plan allocated strategic sites at Leighton West (850 homes - site ref LPS4), Leighton (500 homes - site ref LPS5). The scheme will accommodate the traffic impacts arising from planned housing growth in the North Crewe corridor, support the longer term aspirations for Bentley Motors, ease congestion issues in the area and improve access to Leighton Hospital.
- 3.2. The Council are owners of a significant element of the Leighton West site, so the development of this site will also generate a capital receipt.
- 3.3. The package of measures include:
 - a new north-south Spine Road to connect the east-west Link Road to the new hospital access and to provide access to the Leighton West strategic site;
 - a realigned Smithy Lane to connect the new roundabout above to the A530 and provide a new access to the hospital;
 - a new roundabout on Flowers Lane to serve the Leighton development site;
 - a new east-west Link Road to connect Minshull New Road to the A530; and
 - a remodelled junction between Flowers Lane and the A530 and Eardswick Lane.

A phasing plan (schematic) of the proposed highway infrastructure is included within the Procurement Strategy Report at Appendix 1.

Procurement Route:

- 3.4. For schemes of this nature and scale the Council has a number of options for the procurement of a suitably qualified construction contractor using the NEC Form of Contract, which is set out in the Procurement Strategy Report at Appendix 1.

- 3.5. The New Engineering Contract (NEC) is a family of standard contracts which stimulate good management of the relationship between the two parties to the contract.
- 3.6. The Target Cost type contract will provide a reasonable share of risks and incentivises all parties to maximise benefits to outcomes throughout the project; this will result in a competitive price with early certainty. A fully detailed scheme does not need to be in place in order to award under this type of contract pricing mechanism. This contract type also encourages efficiency and early completion, which will be particularly important for delivery of the North West Crewe Package.
- 3.7. Within the NEC Form of Contract the following options exist with regard to the degree of design and design advice that can be requested from the contractor. These options include:
- Design and Build Contract where the scheme is fully or partially designed by the contractor as part of the awarded contract;
 - Early Contractor Involvement (ECI) where advice is afforded to the design team in terms of project planning and buildability by the contractor and/or part of the project designed by the contractor; and
 - Construction only Contract where no design is carried out by a contractor and no design or buildability advice is given within the design and development process.
- 3.8. The type of project and current stage of project development to deliver the proposed package of new highway infrastructure supports the use of all three types of contract. To ensure that the infrastructure can be delivered prior to the housing an Early Contractor Involvement (ECI) Contract would be the preferred option for the form of contract. An ECI procurement route using the NEC Option C Target Cost form of contract to be negotiated after the completion of the planning process and subject to the necessary funding approvals to deliver the North West Crewe Package would give the Council some price and programme certainty as the design and construction programme is better developed and there is greater opportunity to reduce risk prior to starting the construction works through the inherent collaborative approach to developing the scheme with the contractor.
- 3.9. Approval is sought to procure the services of a construction contractor to provide construction planning and programming using Early Contractor Involvement (ECI) based on the SCAPE Civil Engineering and Infrastructure Framework to deliver the works for the North West Crewe package using an NEC Target Cost form of contract. The remaining options above do not provide the Council with programme certainty and would put at risk the delivery of the highway infrastructure to achieve the Council's ambitions for plan led growth as set out in the Local Plan as the

development of the key strategic housing and employment sites enabled by the highway infrastructure could not be demonstrated to be deliverable.

- 3.10. SCAPE is a public-sector owned organisation that has in place a number of national procurement frameworks for use by the public sector. The relevant framework for the North West Crewe Package is the Civil Engineering and Infrastructure Framework. It has four year duration and an overall value of £1.5 Billion and is available to all public bodies in the UK. The nominal project value for contracts is between £1m and £40m; however, SCAPE is not capped at that value and is being used on contracts up to £79m. It should be noted that the construction value of the North West Crewe Package of works is estimated to be £26.0m.
- 3.11. The SCAPE Framework is currently being used successfully by the Council for the procurement and delivery of the Crewe Green Roundabout scheme. Approval is sought to retain the services of the Designer using the current reach-back arrangement under the current Highway Services Contract and to progress the scheme to a detailed planning submission in Spring 2018. This will be subject to the necessary funding approvals.
- 3.12. The current SCAPE Civil Engineering and Infrastructure Framework is due to expire on 30th January 2019. There are three possible routes open to the Council to ensure continuity/completion of any SCAPE Civil Engineering project beyond January 2019, as follows:
 - i. The Council enters into a project delivery agreement (as in the normal SCAPE process on or before 30th January 2019;
 - ii. The Council utilises the NEC X23 clause whereby the Council can sign the project delivery agreement before or during preconstruction. There is no penalty payable by the Council if the Council decide the project does not proceed to construction. This NEC option mirrors the standard SCAPE process; or
 - iii. It envisaged that the new SCAPE Civil Engineering and Infrastructure Framework partner will be appointed in November 2018. Therefore for approximately 3 months (from November 2018 until the 30th January 2019) the two Civil Engineering Frameworks will be running concurrently. Consequently the Council will have a choice of Framework at that time. The Council can either choose to remain with the incumbent or choose to complete the project with the new Framework Partner.
- 3.13. Preliminary designs have already been developed more fully than is usual as a basis for pre-planning public consultation. These designs have informed consideration of procurement options for the works. Continuity of design input is considered to be a key factor in minimising risks and ensuring timeliness of the commencement of the construction works. For this reason, it is recommended that the Council retain the use of the Designer to continue their role as scheme designers under the Council's existing "reach-back" contractual arrangements with them.

- 3.14. The current Highway Services Contract expires in October 2018. The Council is currently undergoing a procurement exercise to appoint a provider for the provision of Highway Design, Maintenance and Construction Services. The appointment is due to transition from the current Highway Services Contract from April 2018. Should the current contract transition to a new provider as a result of the contract renewal process the Council can choose to continue with the services of the nominated designer until October 2018 to progress the scheme to a detailed planning submission. This will be subject to the necessary funding approvals for the completion of detailed design and works information to enable delivery of the North West Crewe Package. Thereafter the designer services would be provided by appointment of the Councils designer as a nominated sub-contract designer under the SCAPE Civil Engineering and Infrastructure Framework to provide designer services during the construction phase of the works. The SCAPE Framework allows for the use of such an arrangement and there are many examples of where a nominated designer has been incorporated in a scheme successfully delivered via the framework.
- 3.15. The proposal is subject to planning approval and all of the North West Crewe Package can be delivered in a single implementation phase. However, the scheme is capable of being delivered in separate phases and so the financial approvals detailed in section 7.3.6 of this report may be sought for the release of funding for individual phases of the package to align with the overall funding and housing delivery strategy.
- 3.16. The construction phase of the package, for the delivery of the north-south spine road, east-west link road, realigned Smithy Lane and associated junction improvements is estimated to cost approximately £26.0m.
- 3.17. The funding for the package of works depends on contributions from the nearby strategic development sites enabled by the delivery of the scheme works. These contributions will be obtained via planning obligations (S106 agreements or Community Infrastructure Levy) from the developers of these sites. The timing of the planning applications for these strategic sites, and therefore their delivery and the timings of these contributions is not yet known, so the recommendations are intended to make the delivery of the package of works conditional on agreements to these developer contributions being in place to give a degree of certainty of funding prior to entering into a commitment for delivery of the works.
- 3.18. A procurement timescale is given within the Procurement Strategy Report at Appendix 1.

4. Other Options Considered

Option -

- 4.1. In summary the following procurement options have been assessed to secure the services of a suitable contractor:

4.1.1. The use of a restricted OJEU procurement route.

The restricted procedure requires tenderers to prequalify by submitting a Selection Questionnaire (SQ) which limits the number of tenderers submitting a price. However, because of the SQ process this procurement method would be protracted in terms of programme, potentially delaying the start of the construction of the project on site and may not meet the funding requirements of any NPIF contribution in terms of required spend. This would expose the Council to the risk of underspend within the funding period.

4.1.2. The use of an open OJEU procurement route.

An open OJEU procedure is open to all contractors. This option was dismissed because of the potentially large number of tenderers to be assessed and the protracted tender procedure that would be required, potentially delaying the start of the construction of the project. A delay to the start of the construction phase may also miss identified potential funding windows of opportunity.

4.1.3. Using the Highways England Collaborative Delivery Framework (CDF).

North West Crewe Package with a current estimated construction cost of c. £26.0m would fall into the CDF Lot 3a high value construction work category ("schemes between £25m and £40m, may be extended to £300m"). Should the cost estimate of the works be less than the current estimate the scheme may fall into the scope of a lower value lot. Although CDF could potentially reduce the tender programme, it was not considered sufficient to allow construction of the project by the required date. There is a risk to the Council that Highways England may not allow access to the framework as they may wish to leave capacity to deliver their own projects within the £5bn OJEU limit. The framework will not be renewed until after November 2018. This procurement route will delay the programme as the Council will have to apply for access to the CDF with Highways England and subsequently run a tender process including compiling and issuing tender documentation, contractors' tender period and adjudication.

4.1.4. Cheshire East Council Highways Maintenance Framework.

The Council is procuring a new contract for the provision of Highway Design, Maintenance and Construction Services. Appointment of the successful tenderer and award of contract is expected to be at the end of April 2018. The new contract is available to the Council to deliver improvement schemes in design and construction up to a threshold value of £5.0m. The estimated construction cost of the package of infrastructure works for North West Crewe is £26.0m. The Council would therefore be excluded from using this procurement option for the services of a construction contractor.

5. Background

- 5.1. As a principal town Crewe was identified in the Local Plan as being required to accommodate in the order of 65ha of employment land and 7,700 new homes.
- 5.2. To contribute to the required housing supply, in North Crewe, strategic housing allocations were identified in the Local Plan at Leighton West, Leighton, Sydney Road, Broughton Road and Crewe Green, in addition to other previously committed sites in the corridor.
- 5.3. The “Leighton West” strategic site allocation (reference LPS4) for 850 homes and the “Leighton” strategic site allocation (reference LPS5) for 500 homes are both directly unlocked by the North West Crewe package of highway measures. Local Plan policies in place for both sites require highway improvements that need to be phased with the development of the site and also delivered through master-planning of the overall area. Local Plan policies also require both sites to contribute to the highway improvements. A Report on North West Crewe Package Scheme Delivery and Funding, seeking approval to complete the assembly of the necessary land and funding contributions and progress the scheme to a planning submission in Spring 2018 and finalise detailed design for all phases of the works including site investigation and any required early diversions of statutory undertakers apparatus to a maximum scheme budget of £2.53m, was presented to Cabinet on 5th December 2017.

6. Wards Affected and Local Ward Members

6.1. Wards Affected

- 6.1.1. Leighton Ward

6.2. Local Ward Members

- 6.2.1. Cllr. Derek Bebbington.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. It relates directly to the Council’s Corporate Plan; Outcome 2 – **Cheshire East has a strong and resilient economy.**
- 7.1.2. The recently adopted Local Plan Strategy is the Council’s most important tool for shaping development in Cheshire East over the period to 2030. The Strategy supports the Council’s priority of jobs-led growth. The plan has been developed to support the generation of jobs focused around Crewe High Growth City, the M6 Corridor and the

North Cheshire Science Corridor. In addition, there is provision for extended employment sites in our main towns.

- 7.1.3. As part of the Local Plan Strategy the Council identified in the Infrastructure Development Plan (July 2016) what infrastructure of strategic significance is needed to support the scale of development proposed and how such infrastructure can be provided. Infrastructure of strategic significance is defined as that which is over and above the normal provision that is part and parcel of developing a site.
- 7.1.4. The North West Crewe Package of schemes is in the Council's strategic highways programme and is included in the Infrastructure Delivery Plan.
- 7.1.5. The North West Crewe Package of new highways and junction improvements is closely linked to the delivery of significant numbers of new houses and align with the objectives of the Bentley Masterplan and is referred to as Local Plan Sites LPS4 Leighton West and LPS5 Leighton.
- 7.1.6. The North West Crewe Package aligns strongly to both the Economic Development Strategy and the Vision and Strategy for Economic Growth.
- 7.1.7. It is included in the Local Transport Plan 2015 Policy B2 – Enabling Development.

7.2. Legal Implications

- 7.2.1. The proposed North West Crewe Package of infrastructure works is subject to the Public Contracts Regulations 2015 (“the Regulations”) and therefore must be procured by way of a compliant procurement exercise, in accordance with those Regulations and the Council's Contract Procedure Rules. The service has engaged with Procurement officers and Legal teams and conducted an evaluation of the procurement options. This information is contained within the Procurement Strategy options Report accompanying this Report. The recommended option is to use the SCAPE Civil Engineering and Infrastructure framework. As outlined in the report the SCAPE framework is a public sector framework that has been procured in accordance with the Regulations. The Regulations allow contracting authorities to call off services and works from such framework agreements, as and when required, for a maximum period of four years, so long as the contracting authority's requirements are met by the framework and the authority has been identified within the OJEU notice. Further advice as the project is ongoing will be required on the precise terms of any NEC contract.

7.3. Financial Implications

- 7.3.1. In December 2017, the scheme was estimated to cost c£41.6m and Cabinet resolved at that meeting to recommend to the Council that the scheme costs be included in the Council's capital programme.
- 7.3.2. The scheme is projected to be funded by £12m of Council funding (inc prior years expenditure), approximately £15m of grant funding and approximately £15m of developer contributions and capital receipts.
- 7.3.3. The Council has been awarded £5m of the National Productivity Fund (Local Roads element) and has also been successful in securing a £10m grant from the Housing Infrastructure Fund however the terms of the grant are not yet known.
- 7.3.4. At this stage, developer contributions are anticipated to be secured via Community Infrastructure Levy (CIL) or Section 106 agreements for development.
- 7.3.5. The budget for the North West Crewe Package to progress to a planning submission and allow limited early statutory diversions is £2.53m, this is funded by Cheshire East resources and included within the main capital programme.
- 7.3.6. A budget of £39.9m is included within the 2018/21 Capital Programme Addendum. The funding from Cheshire East resources of £9.2m is subject to affordability. At the stage where the business case and funding strategy is sufficiently developed and the Cheshire East funding is deemed to be affordable the Portfolio Holder for Finance and Communications and the Interim Executive Director of Corporate Services (Section 151 Officer) will provide the additional approval for the scheme to proceed and form part of the main capital programme. The scheme is capable of being delivered in phases and so the financial approvals may be sought for the release of funding for individual sections of the package to align with the overall funding strategy and housing delivery.

7.4. Equality Implications

- 7.4.1. There will be no equality implications as a result of this recommendation.

Rural Community Implications

- 7.4.2. Completion of the project will ease congestion to the rural and facilitate movement across the Borough to the benefit of both urban and rural communities.

7.5. Human Resources Implications

7.5.1. There will be no human resource implications as a result of this recommendation.

7.6. Health and Wellbeing Implications

7.6.1. There will be no Health and Wellbeing Implications as a result of this recommendation.

7.7. Implications for Children and Young People

7.7.1. There will be no implications for children and young people as a result of this recommendation.

7.8. Overview and Scrutiny Committee Implications

7.8.1. There will be no scrutiny committee implications as result of this recommendation.

7.9. Other Implications (Please Specify)

7.9.1. There will be no other implications as a result of this recommendation.

8. Risk Management

- 8.1. Robust governance arrangements have been operating within the strategic Infrastructure project management framework and a risk register and issues log are in place, which include monitoring and effective control of identified risks and issues.
- 8.2. Three principal risks identified are safety in construction; timely completion and delivery within approved budget. They have all been considered in the selection, design development and construction planning and programming of the package of works.
- 8.3. The procurement route proposed is a risk minimising measure having been assessed using these principal risks as key criteria.

- 8.4. The retention of the current Principal Designer and Designer (Jacobs) for the scheme will militate against cost escalation and provide Value Engineering input to the optimum design solution for the works. The retention of the Designer will mitigate risk, saving time by maintaining continuity, retaining the Council's designer knowledge in full. The Designer is commissioned through a reach back arrangement under the existing Highways Maintenance Framework.
- 8.5. The current Highways Services Contract is due for renewal in October 2018 and tendering for the provision of Highway Design, Maintenance and Construction services to replace the current HSC is already under way. The Council has the option to extend the services of the current designer on a single tender basis if the current designer services are not extended through the use of the SCAPE Civil Engineering and Infrastructure Framework by the appointment of nominated Designer. Extending the agreement will ensure development of the North West Crewe Package of works can be taken up to contract award. This information is contained within the procurement strategy options report that will accompany this Report.
- 8.6. The appointment of a contractor for Early Contractor Involvement (ECI) in the pre-construction stage using the SCAPE procurement route will provide construction planning and programming expertise and will highlight mitigation opportunities on programme, cost and construction management and safety. Using Early Contractor Involvement via another procurement route will require the project to be more advanced and require detailed tendering to select a suitable contractor. This route may not prove beneficial to maintaining the services of the current designer through the existing reach-back arrangement as the Council may lose the opportunity of a nominated designer and the Council will lose valuable design knowledge if a new Designer was used.
- 8.7. The procurement route for the implementation and construction of the works is set out in the procurement strategy options report that accompanies this report.
- 8.8. The procurement route using the SCAPE Framework Contractor is based on the latest NEC Engineering and Construction Contract (ECC) Target Cost contract, incentivising the contractor to reduce costs to achieve a share of any gains resulting from an outturn cost below the Target.
- 8.9. The assumed funding from Section 106 agreements is not all secured so there remains a funding risk. Mitigation of this risk is underway via close working with the planning team and negotiations with developers to ensure that sufficient contribution will be secured.
- 8.10. The outcome of the two successful bids to the National Productivity Investment Fund and Housing Infrastructure Fund are now known although the specific conditions of the grants are not yet known. The project management framework adopted in the Strategic Infrastructure Service includes a gateway review process that identifies key points in a project

lifecycle where approvals are required. These review points will be subject to the specific conditions of the grants.

- 8.11. In addition, Local Enterprise Partnership (LEP) funding of £600k is sought as a contribution to the project as the Connect2 cycleway will go through the wider area. A business case to secure the funds is likely to be required to release this funding.
- 8.12. As discussed in section 3.16 above, the funding for the package of works depends on contributions from the nearby strategic development sites enabled by the delivery of the scheme works. These contributions will be obtained via planning obligations (S106 agreements or Community Infrastructure Levy) from the developers of these sites. The timing of the planning applications for these strategic sites, and therefore their delivery and the timings of these contributions is not yet known. If the council were to enter into agreements for delivery of the package of highway works before the details of these planning approvals and obligations are known, there would be a risk of an element of the scheme funding not coming forward as planned in the funding strategy, leaving the council potentially exposed to financial risk. To mitigate this risk, the recommendation is to make the delivery of the package of works conditional on agreements to these developer contributions being in place to give a higher degree of certainty of funding prior to entering into a commitment for delivery of the works.
- 8.13. Land for delivery of the scheme is dependent on dedication of the route corridor by planning condition when the applications for the strategic housing sites are determined by the council. Discussions with the prospective developers are underway on the basis that this condition will be in place. The landowner is a freeholder to land which is under option to a developer at Leighton West and is also a potential beneficiary to an agricultural tenancy on Cheshire East Council owned land at Leighton Green. Vacant possession can be obtained by cooperation and negotiation or by service of a notice. If notice needs to be served there is the potential this could take up to 2 years to settle.

9. Access to Information

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

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North West Crewe Package

Procurement Strategy Report

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North West Crewe

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Contents

1	Introduction	1
1.1	General	1
1.2	Aims and Objectives	2
2	Procurement Strategy	3
2.1	Procurement – Options for Contract Type & Form of Contract	3
2.1.1	Design and Build.	4
2.1.2	Early Contractor Involvement (ECI)	4
2.1.3	Construction Only Contract	4
2.2	Procurement – Options to Secure the Services of a Contractor	4
2.2.1	OJEU Notice - Restricted Procedure	5
2.2.2	OJEU Notice – Open Procedure	5
2.2.3	Use of the Highways England CDF Framework	5
2.2.4	Use of the SCAPE Framework	5
2.3	Comparison of Traditional OJEU Options, CDF and SCAPE Framework	11
2.3.1	OJEU Notice	11
2.3.2	Highways England Collaborative Design Framework (CDF)	11
2.3.3	SCAPE Framework	12
2.3.4	Risk Analysis of Procurement Routes	13
2.3.5	Programme	18
3	Conclusions	19
4	Recommendations	21
	Appendix A. North West Crewe Package Procurement Option Comparative Programmes	22
	Appendix B. North West Crewe Package Schematic Arrangement	23

Page Not Used

1 Introduction

1.1 General

The Leighton West area on the edge of Crewe includes the Leighton Strategic housing sites all of which were located in the Local Plan. The allocation was supported by a proposal for new highway infrastructure required to provide additional capacity on the highway network and access to the new sites. This is referred to as the North West Crewe Package.

The proposal is included in the Infrastructure Delivery Plan and includes; a north-south Spine Road, the realignment of Smithy Lane, an east-west Link Road from the A530 to the Spine Road and a series of associated junction improvements.

North West Crewe (Leighton West) project has been identified as a strategic site within the Local Plan (Designated Site LPS 4) to promote growth and development within Crewe. It is proposed to develop the area, located approximately 3km North West of Crewe town centre, with the following objectives:

- provide room for Leighton Hospital to expand,
- provide an estimated 1350 new homes to include homes for key workers at the hospital,
- provide a new primary school,
- provide a new play area,
- provide a new public house,
- provide community facilities.

The North West Crewe Package forms a key part of the Local Plan infrastructure programme for wider Crewe, which will deliver an improved highway network for the town. The benefits of the North West Crewe Package also extend to unlocking a number of other housing and employment Local Plan allocation sites by improving wider traffic movements and transport links, particularly in North Crewe.

The Package of measures include:

- a new north-south Spine Road to connect the east-west link road to the new hospital access and to provide access to the Leighton West Strategic site;
- a realigned Smithy Lane to connect the new roundabout above to the A530 and provide a new access to the hospital;
- a new roundabout on Flowers Lane to serve the Leighton Development;
- a new east-west link road to connect Minshall New Road to the A530; and
- a remodelled junction between Flowers Lane and the A530 and Eardswick Lane.

A schematic arrangement of the proposals is contained within Appendix B of this report.

The proposal is subject to planning approval and it is envisaged that all 3 phases will be delivered in a single implementation phase, subject to funding availability.

The first phase of the package for the delivery of the north-south Spine Road, realigned Smithy Lane and associated junction improvements, comprises two main sections (approximate total length – 1.8km). Section one is approximately 1100m long and runs in a general north-south direction between Smithy Lane and Minshull New Road. This section of highway is generally located at grade with minor embankments and cuttings in the order of 1.0m in height. Section two comprises a realignment of Smithy Lane and is approximately 700m in length with minor earthworks.

The second phase of the package, for the delivery of the east-west Link Road, is approximately 730m long and generally runs east-west from the A530 to a connection with the first phase. Section one, within this section there are embankments which are up to 3.0m high.

Sections one and two cross what is primarily green field land. Section three previously crossed two historical landfill sites, Pym's Lane Landfill Phase 2 and Crewe Borough Council Refuse Disposal Works. This section of the scheme has been moved north out of the boundary of the land fill, a risk remains that the boundary of the landfill has not been accurately mapped.

The third phase of the package consists of junction improvement works associated with the scheme.

It is envisaged that all three phases will be designed, procured and constructed as one project package, subject to detailed planning and funding approval.

This report makes recommendations regarding the method of procurement and the type of contract to be entered into by Cheshire East Council in order to deliver the North West Crewe Package of work.

1.2 Aims and Objectives

The principal aims of this report are to advise Cheshire East Council on the most favourable route for the procurement of the construction works associated with the North West Crewe project. This report will specifically address the following in terms of the procurement options that are available to Cheshire East Council:

- assess the pros and cons, opportunities and risks associated with each of the potential procurement options;
- analyse the potential programmes associated with each of the procurement options and whether they could be achieved given the milestone dates on the project; and
- assess the ways in which the services of a contractor could be secured – i.e. via a framework or the open market.

Conclusions are reported in Section 3 and recommendations in Section 4 of this report.

2 Procurement Strategy

2.1 Procurement – Options for Contract Type & Form of Contract

The New Engineering Contract (NEC) is a family of standard contracts which stimulate good management of the relationship between the two parties to the contract. This Form of Contract was conceived by the Institution of Civil Engineers and is maintained by them. It is entirely suitable for the North West Crewe Package and has recently been selected for use on similar schemes within Cheshire East Council including the Crewe Green Roundabout Project. It is a clear and simple document and has become widely accepted for the vast majority of civil-engineering projects. The NEC contract complies fully with the Achieving Excellence in Construction (AEC) principles. The Efficiency & Reform Group of The UK Cabinet Office recommends the use of NEC contracts by public sector construction procurers on their construction projects. The latest version of NEC was issued in June 2017.

The use of a traditional lump sum or re-measurement type contract for the project may provide relative cost certainty for the Council and transfer identified risk to the contractor, however for this type of contract pricing method to be effective project risks and details will need to be fully defined at the time the contract is awarded. Currently this may not be compatible with project programme and timescale aspirations.

A target-cost type contract will provide a reasonable share of risks and incentivises all parties to maximise benefits to outcomes throughout the project, this will result in a competitive price with early certainty. A fully detailed scheme does not need to be in place in order to award under this type of contract pricing mechanism. This contract type also encourages efficiency and early completion which will be particularly important for the North West Crewe package due to the tight programme timescale.

An NEC Target Cost contract is therefore recommended as the form of contract to be used, with a choice to be made on whether the pricing basis is an Activity Schedule (Option C) or a Bill of Quantities (Option D). A decision on this should be based upon how well the detailed breakdown of the works to be executed, suit an established Method of Measurement for the production of a meaningful Bill of Quantities when the scheme is fully developed.

Within the NEC Form of Contract, the following options exist with regard to the degree of Design and Design advice that can be requested from the Contractor. These options include the following:

- Design and Build – Scheme fully or partly designed by contractor as part of the awarded contract.
- Early Contractor Involvement (ECI) – Advice afforded to the design team in terms of constructability and construction types by the contractor and / or part of the project designed by the contractor.
- Construction Only Contract – No design carried out by contractor and no design or constructability advice given within the design and development process.

The type of project and current project stage of the North West Crewe Package of infrastructure work supports the use of all three types of contract. The choice of type of contract should be based upon ability to administer the contract and assignment of risk.

It was concluded that an Early Contractor Involvement Contract would be the preferred procurement option for the form of contract. The reasons for this are described below.

2.1.1 Design and Build.

This option would allow a competitive tender price to be obtained and enable the start of the construction phase at the earliest opportunity. The Design and Build tender would provide a reasonable level of cost certainty. Design and Build contracts offer early price certainty and risk transfer to the contractor, however the control over the design that is afforded to the Client in this form of contract is limited and interfaces with 3rd parties generally prove problematic as they are outside the influence of the contract. This can lead to a large variation in tender prices returned and may not reflect the outturn cost of the contract. This approach would require the Council to develop full tender documentation prior to commencing procurement which is not considered practical due to current project programme constraints.

2.1.2 Early Contractor Involvement (ECI)

The use of an ECI procurement route using an NEC Option A Lump Sum or Option C Target Cost Contract negotiated after the completion of the Planning Process for the scheme is deemed to be the most favourable contract procurement option. ECI would provide some price and programme certainty, as the design and construction programme is better developed. There is greater opportunity to reduce risk prior to starting on site through the inherent collaborative approach to developing the scheme with the contractor. However, unlike the Design and Build Option, the price would be a negotiated price, and likely to be higher than the Design and Build and Construction only options but would better reflect the outturn cost of the scheme for the Council.

2.1.3 Construction Only Contract

A construction contract (NEC ECC Type A or C) was rejected because of the increased programme duration due to protracted tendering requirements. Although Tenderers would be pricing a fully developed design, providing certainty of price, the design of the scheme would not be complete until after the planning process resulting in a delay to the project construction start date as the tender process could not begin until after the completion of the design.

2.2 Procurement – Options to Secure the Services of a Contractor

A potential option to deliver the scheme via the existing Highway Service Contract has been explored, but has been discounted on legal and procurement advice that a direct award by this route of a contract of this scale and value could be successfully challenged on the basis that it is beyond the intended scope of the existing contract.

As such the following four options were identified for procuring the services of a contractor on the North West Crewe project:

- OJEU Notice - Restricted Procedure.

- OJEU Notice – Open Procedure, open to all contractors.
- Use of a Framework to which CEC has access i.e. Highway England's Collaborative Delivery Framework.
- Use of the existing national SCAPE Framework.

An assessment of the risk for each procurement option has been undertaken and is detailed in Section 2.3.4 of this report.

It was concluded that the use of the existing SCAPE Framework was the preferred method to procure the works. The reasons for this are described below.

2.2.1 OJEU Notice - Restricted Procedure

The restricted procedure requires tenderers to prequalify by submitting a Selection Questionnaire (SQ) which limits the number of tenders submitting a price. The SQ would enable an appropriate tender list to be drawn up, of tenderers interested in the work, and who Cheshire East were likely to want to appoint. However, this procurement method because of the SQ process would be protracted in terms of programme, potentially delaying the start of the construction of the project on site and may not meet the funding requirements of any NPIF contributions in terms of required spend. This would expose the Council to the risk of underspend within the funding period.

2.2.2 OJEU Notice – Open Procedure

An open OJEU procedure is open to all contractors and this option was dismissed because of the potentially large number of tenderers to be assessed and the protracted tender procedure that would be required, potentially delaying the start of the construction of the project. A delay to the start of the project may also miss identified potential funding windows of opportunity.

2.2.3 Use of the Highways England CDF Framework

North West Crewe, with a current construction estimate of circa £26M for phases 1 to 4 would fall into the CDF Lot 3a high value construction work category ("schemes between £25m and £40m, may be extended to £300m"). Should the cost estimate of the works be less than the current estimate the scheme may fall into the scope of a lower value lot.

Although CDF could potentially reduce the tender programme, it was not considered sufficient to allow construction of the project by the required date. There is a risk to the Council that Highways England may not allow access to the framework as they may wish to leave capacity to deliver their own projects within the £5bn OJEU limit. The framework will not be renewed until after November 2018. This procurement route will delay the programme as the Council will have to apply for access to the CDF with Highways England and subsequently run a tender process including compiling and issuing tender documentation, contractors' tender period and adjudication.

2.2.4 Use of the SCAPE Framework

SCAPE is a public-sector owned organisation that has in place a number of national procurement frameworks for use by the public sector. The relevant framework for the North West Crewe Package is the Civil Engineering and Infrastructure

Framework. The current provider for civil engineering on the Framework is Balfour Beatty. It has a four-year duration and an overall value of £1.5 Billion and is available to all public bodies in the UK. The nominal project value for contracts is between £1M and £40M (The NWC project estimated to be in the order of £26M); however, SCAPE is not capped at that value and is being used on contracts up to £79m. The framework uses NEC options A or C and is fully OJEU compliant. Cheshire East Council has the flexibility to choose Option A or C under the framework when the level of project detail and risk to the Council is better understood.

The framework allows a project to be developed from inception to post completion with the contractor being involved in the early stages of projects. This format facilitates delivery of true Early Contractor Involvement within a collaborative whole team approach.

It offers a quick way to market with individual packages of work being 100% market tested and managed using an open book approach with full visibility for the Council. It encourages early supply chain engagement, supporting value engineering and risk reduction. The framework contractor was also procured through a competitive OJEU compliant procurement process.

The framework also includes cost planning and risk management. SCAPE is a collaborative arrangement and the core management team and supply chain is selected from all parties in the contract. There is a management fee for using the framework which is currently defined as 0.5%.

The Scape Framework is currently being used successfully by the Council for the procurement and delivery of the Crewe Green Roundabout project.

This framework is also being used by other public sector local authorities in the North West to develop projects similar to North West Crewe, including Warrington Borough Council, St Helens Council and Stoke City Council.

2.3 Comparison of Traditional OJEU Options, CDF and SCAPE Framework

2.3.1 OJEU Notice

Positives	Negatives
<p>Appropriate for D&B and ECI contracts using NEC Options A or C.</p> <p>Not limited to number of contractors and may attract high profile UK and EU contractors who would be expressing a definite interest in the scheme and result in a potentially a more competitive price due to larger market.</p> <p>Cheshire East Council can use its own tendering system.</p> <p>Open OJEU procedure available.</p> <p>Price/Quality ratings to suit with no restrictions.</p>	<p>OJEU process can typically take 6 – 9 months.</p> <p>Tender documentation needs to be developed by the Council and ready before the contract OJEU notice is published.</p> <p>Potential 3-5 months' delay if SQ cannot commence until after Planning Decision with start on at least site 3 months later.</p> <p>Open OJEU procedure onerous because of the potentially large number of tenderers to be assessed. With a potential 4-month delay on construction.</p> <p>If SQ cannot commence until after Planning, there is greater likelihood that early ecological work would start later and miss ecological windows.</p> <p>Outturn costs often do not reflect submitted tender prices.</p>

2.3.2 Highways England Collaborative Design Framework (CDF)

Positives	Negatives
<p>Shorter procurement period than OJEU of between 3-5 months. Saving time and money.</p> <p>Some form of pre-market engagement held including a Contractor awareness day, shorter than SQ.</p> <p>Access to nationally well-known contractors that have already been through a vetting procedure.</p> <p>Contractor interest gained through contractor awareness day.</p> <p>Appropriate for D&B and ECI contracts using NEC Options A or C.</p> <p>CEC can use its own tendering system.</p> <p>Price/Quality ratings can be altered.</p> <p>Tender documentation needs to be prepared at ITT.</p> <p>The CDF framework can be used with minimal Highways England input (other than adherence with and reporting on Key Performance Indicators (KPI's)).</p>	<p>Risk that Highways England may or may not approve access to the framework.</p> <p>Restricted to 5 previously identified tenderers.</p> <p>No real feel for their 'appetite' at time of making bid even if they say they are keen now and risk that insufficient number of tenderers will bid.</p> <p>If OJEU process is commenced prior to the inquiry, there is no time saving in the CDF approach.</p>

2.3.3 SCAPE Framework

Positives	Negatives
<p>Fully OJEU compliant.</p> <p>Typically, 6-9 months saving on programme compared to OJEU.</p> <p>100% market testing of supply chain packages with full access by the Council to supply chain prices and selection.</p> <p>Council have full control of supply chain selection.</p> <p>Supply chain interest gained through supply chain awareness day.</p> <p>Fully open and transparent.</p> <p>North West Crewe project programme and budget fully validated through a well-defined SCAPE process.</p> <p>Demanding Key Performance Indicators and delivery commitments with stringent controls in place, independently monitored by SCAPE on behalf of Cheshire East Council to demonstrate value.</p> <p>Mandated targets for social value, training and apprenticeships.</p> <p>Ability to engage contractor immediately, saving procurement time and cost and achieving start on site to meet funding requirements.</p> <p>Local supply chain and SME targets are mandated by SCAPE, retaining investment locally.</p> <p>Access to nationally well-known contractor that have already been through a vetting procedure.</p> <p>Appropriate for D&B and ECI contracts using NEC Options A or C, with flexibility for the Council to decide on form of contract best suited to the project.</p> <p>Greater likelihood that early ecological work would start earlier and achieve critical ecological survey windows.</p> <p>Construction can be programmed to suit a phased delivery.</p>	<p>Restricted to 1 identified tenderer / contractor.</p> <p>Few examples of schemes of this size being procured under the SCAPE framework. CEC do have experience of procurement through this framework but on projects of a smaller scale.</p> <p>4-year framework with final date to place a contract of January 2019. If programme slips this option may not be available or alternatively the Council can choose to complete the project with the new framework contractor (however if a delivery agreement is signed prior to this time, then the works may continue to completion under specific contract provisions such as the X23 clause).</p> <p>Delivery Agreement would need to be in place for all phases, but with no obligation to proceed to construction phase. There are no penalties payable by Cheshire East Council if the Council decides the project does not proceed to the construction phase.</p> <p>There is a SCAPE fee of 0.5% and Contractor fee of 2.5%.</p>

2.3.4 Risk Analysis of Procurement Routes

The procurement options identified have been assessed by means of a qualitative RAG rated assessment of the relative strengths and weaknesses of the route options against the principal risks associated with the project in terms of Quality, Time and Affordability. Risks associated with the project in terms of Health and Safety and Environment are similar in all the procurement options considered and as such have not been included with the risk profile assessment.

The assessment criteria used for the RAG scoring is detailed within the following table:

Assessment Criteria for RAG Scoring			
RAG SCORE	Quality	Timely Completion	Affordability
Green	Identified Contractor with potential for Early Contractor Involvement (ECI) and demonstrable track record in quality delivery.	Procurement timescale achieves or is close to achieving required programme and the procurement route provides for demonstrable programme benefits.	Can be proven to provide value for money and is fully market tested.
Amber	Contractor selected from restricted list with demonstrable track record in quality, minimal opportunity for Early Contractor Involvement (ECI).	Procurement timescale does not achieve required programme but the procurement route provides for demonstrable programme benefits.	Can be show indirectly to represent value for money but cannot be fully market tested.
Red	Contractor unknown, quality of delivery cannot be assessed, little opportunity to realise benefits of Early Contractor Involvement (ECI).	Procurement timescale does not achieve required programme and provides little to no opportunity to benefit project programme.	Cannot be proven to provide value for money and cannot be market tested.

The assessments of each of the identified procurement route options are detailed in the following tables:

Procurement Option	Risk Profile		
	Quality	Timely Completion	Affordability
SCAPE Framework	<p>Provides for Early Contractor Involvement to inform the detailed design and minimise cost and delay risks.</p> <p>Has been used successfully on a recent similar scheme delivering on time and on budget. (Warrington) – Client references are very good.</p> <p>The supplier is a recognised experienced contractor with a track record of delivery locally and nationally via the framework.</p> <p>Is being used on current Council scheme to good effect.</p> <p>Comprehensive suite of Key Performance Indicators independently monitored by SCAPE.</p>	<p>Facilitates early diversion of utilities during the detailed-design phase, hence not delaying the works.</p> <p>Speed of procurement much quicker than OJEU procedures.</p> <p>Has been used successfully on a recent similar scheme delivering on time and on budget. (Warrington) – Client references are very good.</p> <p>Is being used on current Council scheme to good effect.</p> <p>Product of the Scape process is a robust whole project programme.</p>	<p>Low cost of transaction. SCAPE fee is 0.5% with a Contractor Fee of 2.5%.</p> <p>The Scape framework ensures that the market is tested and value achieved via tendering the majority of works to local supply chains with a minimum of three quotations.</p> <p>Has been used successfully on a scheme of similar nature and value delivering on time and on budget. (Warrington) – Client references are very good.</p> <p>Provides for the use of NEC target costs form which incentivises cost minimisation and shares risks.</p> <p>Is being used on current CEC schemes.</p> <p>SCAPE is restricted to a single contractor and as such may be seen as less competitive when compared to other forms of procurement. However, SCAPE rates have been market tested against other procurement options and have been found to be competitive.</p>
	Green	Green	Amber
Overall RAG Assessment = Green			

Procurement Option	Quality	Timely Completion	Affordability
Highways England Collaborative Delivery Framework	<p>The suppliers will be recognised experienced contractors with a track record of delivery via the framework.</p> <p>Possibility for Early Contractor Involvement but to a limited extent depending on programme.</p>	<p>No pre-qualification process required.</p> <p>Speed of transaction quicker than OJEU, but Council would have to apply to HE for access to the framework and await approval.</p> <p>Requires a mini-tender which would take a minimum of 8 weeks.</p> <p>Also requires the Council to develop tender documentation (which can be a lengthy process).</p> <p>Requires a period of time for assessment of mini tenders and award of the contract.</p> <p>The Framework could reach capacity and close before it could be used for this Project.</p> <p>4-year framework with final date to place a contract of November 2018. If programme slips this option may not be available. However new framework will be in place.</p>	<p>Restricted to 5 contractors.</p> <p>Value-for-money will be uncertain on a scheme of this scale and is dependent on the level of supplier interest at mini-tender stage.</p> <p>No certainty of outturn cost.</p>
	Green	Amber	Red
Overall RAG Assessment = AMBER			

Procurement Option	Quality	Timely Completion	Affordability
OJEU Open Procedure	<p>Provides the opportunity to select a good-quality delivery team.</p> <p>Potential lack of local knowledge with some tendering companies.</p> <p>Minimal opportunity for Early Contractor Involvement given the project time constraints.</p>	<p>Procedure is far too long to achieve the Project delivery deadline taking approximately 7 months.</p> <p>Could result in large number of tenders returned requiring lengthy evaluation process.</p>	<p>May provide good value for money as there would be more competition.</p> <p>Interested, viable contractors will apply potentially from across the EU.</p> <p>Expensive in terms of preparing documents; administering the process; and evaluating tenders.</p> <p>There could be a very large number of tender returns requiring assessment.</p> <p>Burden of tendering effort may reduce interest in bidding from contractors available through other routes.</p> <p>Some smaller companies will be deterred from bidding as they normally operate as supply-chain partners.</p> <p>No certainty of outturn cost.</p>
	Amber	Red	Amber
Overall RAG Assessment = AMBER			

Procurement Option	Quality	Timely Completion	Affordability
OJEU Restricted Procedure	<p>Provides the opportunity to select a good-quality delivery team.</p> <p>No opportunity for Early Contractor Involvement as it is now too late to procure this via OJEU.</p> <p>No pre-existing Communications and Stakeholder Management.</p>	Procedure is far too long to achieve the Project delivery deadline because of the extra SQ stage of at least 2 months making approximately 9 months in total.	<p>Less resource-hungry and expensive for tenderers compared to the OJEU Open Process.</p> <p>May provide good value for money as there would be focussed competition.</p> <p>Interested, viable contractors will apply.</p> <p>Expensive for CEC in terms of preparing documents; administering the process; and evaluating tenders.</p> <p>Supervisory and contract administration required adding a financial burden to CEC and the Project.</p> <p>No certainty of outturn cost with risk of change sitting with CEC.</p>
	Amber	Red	Amber
Overall RAG Assessment = AMBER			

2.3.5 Programme

Appendix A includes an order of magnitude comparative programme which compares the timescales of the different procurement options. These are split into the following options:

- Option 1A – OJEU Notice – Restricted Procedure.
- Option 1B – OJEU Notice – Open Procedure.
- Option 2 – Collaborative Design Framework (CDF)
- Option 3 - SCAPE Framework

3 Conclusions

This report has reviewed the options for selection of a contract type and the various methods of procuring a contractor for the North West Crewe project which is being promoted by Cheshire East Council (CEC).

The results of the analysis and arguments detailed in the report conclude the following:

- A construction contract (NEC ECC Type C) in the most favourable contract form to be used to deliver the North West Crewe Package of strategic infrastructure, although an Option A arrangement would provide Cheshire East Council with greater cost certainty should the first phase of the package be fully developed at the time of contract award. A new version of the NEC contract was issued in June 2017 and the use of this new version of the contract should be confirmed with Cheshire East Council and the tendering contractors before contract formulation and award.
- Both D&B and ECI provide acceptable methods for procuring the work, however, it is considered that overall, the ECI option would give Cheshire East Council best value for money, and earliest programme completion. The ECI option also provides better programme certainty, and more flexibility in dealing with any programme slippage, but is likely to result in a greater cost (i.e. ECI has greater programme certainty but less cost certainty than a D&B contract).
- Both tendering using the CDF and following the OJEU procedure offer acceptable means of procuring projects. Using the CDF has the advantages of using nationally well-known contractors that have already been through a vetting system and provides a much shorter procurement period and tender documents do not need to be available until Instructions to Tender. There is a small risk that not all contractors would wish to tender. The OJEU route would open up the contract to other high profile UK and EU contractors who would be expressing a definite interest in the scheme.
- The tender process is longer with the OJEU route and there is a requirement for the tender documents to be available at publication of the OJEU Notice. If SQ can start in advance of planning, then both the OJEU and CDF routes will achieve the same programme, however, if SQ starts after Planning, contract award would be three months' later.
- CDF is 4-year framework with final date to place a contract of November 2018. It is doubtful that the project will be available for Tender before this date and as such this procurement option by means of the current framework may not be available. However, a new framework should be place before the current framework expires.
- The OJEU route offers a wider range of contractors when compared to CDF and SCAPE.
- The SCAPE framework offers a good alternative to both CDF and the traditional OJEU route that offers a fast route to market with cost planning and risk management at an early stage, although not cost certainty. Although

the framework has a notional value of between £1m and £40m, it has been used on contracts greater in value. It is limited to delivery by a single supplier, however recent experience through Crewe Green Roundabout suggests that market competition can be demonstrated. The SCAPE process allows Cheshire East Council to retain sufficient control in the procurement and implementation process, including the selection of the management team.

- The current SCAPE Civil Engineering & Infrastructure Framework ends at Midnight of the 30th January 2019. There are 3 possible routes open to ensure continuity/completion of any SCAPE project beyond January 2019. These options include:
 1. Enter into a Project Delivery Agreement (as in the normal SCAPE process) on or before the 30th January 2019.
 2. Using the framework NEC X23 clause whereby the Council can sign the Project Delivery Agreement before or during the Stage 1 Preconstruction phase. There are no penalties payable if the project does not proceed to Stage 2 - construction. This NEC option mirrors the standard SCAPE process.
 3. It is envisaged that the new Civil Engineering & Infrastructure Framework Partner will be appointed in November 2018. Therefore, for approx. 3 months (from November 2018 until the 30th January 2019) the two Frameworks (new and old) will be running concurrently. Consequently, the Council will have a choice of Framework at that time. I.e. either remain with the incumbent Framework Partner (Balfour Beatty) or choose to complete the project with the new Framework Partner which may be a different contractor.

Council and Legal approval will need to be obtained regarding selection of contract form, contract type and, procurement route.

The final decision for the procurement strategy sits with Cheshire East Council, and the choice of option depends on whether price or programme (cost or programme certainty) is more important to Cheshire East Council and the project. However, it is to be noted that programme in this instance seems to be the overriding factor in terms of the optimum procurement route selection.

4 Recommendations

Having considered the issues which have been raised within this report and subsequent discussions with members of the Cheshire East project team, in order to best meet the aims and objectives of Cheshire East Council the following recommendations are made:

1. Procure the construction works for North West Crewe Package on an ECI contract utilising a NEC Option C Target Cost Contract with Activity Schedule.
2. Obtain Cabinet and legal approval to appoint SCAPE and commence the ECI process as soon as practicable in order to sufficiently inform the ongoing design as part of the ECI process.
3. Review the performance of the SCAPE framework in terms of contracts and projects that are currently being carried out under this framework directly for the Council and for others.

Appendix A. North West Crewe Package Procurement Option Comparative Programmes

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Appendix B. North West Crewe Package Schematic Arrangement

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North West Crewe
Procurement Programme Timescale Comparison



REF: B1832065-PS-01 Date: 8/02/18

Year:		2018												2019												2020
Month:		January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January
Month Number:		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
CEC / Design Team Activity	Statutory Process / Approvals			CEC Approval of Procurement Strategy (March Cabinet)	AEDFC & High Level Business Case Approval	Finance Approval & Delegation (May Cabinet)	Submit Planning Application	16 Weeks Assessment Period			CEC Approve Planning															
	Planning Reports & Preparation		Public Consultation and Planning Reports																							
	Design	Detail Design for Planning Submission (All Phases)							Complete Detail Design (All Phases)																	
Option 1 A - OJEU Notice (Restricted Procedure)	Approvals			CEC Approval of Procurement Strategy (March Cabinet)	PHFC & High Level Business Case Approval	Finance Approval & Delegation (May Cabinet)	Submit Planning Application								CEC Approve Tenderers							Budget Submission to PHFC	Confirm Budget			
	Procurement							Prepare Tender & Contract Documents			OJEU, SQ, ITT & Contract Issue		SQ Evaluation		Issues Tenders to Selected Tenderers		Tender Returns	Tender Evaluation				Contract Award			Start Construction	
Option 1 B - OJEU Notice (Open Procedure)	Approvals			CEC Approval of Procurement Strategy (March Cabinet)	PHFC & High Level Business Case Approval	Finance Approval & Delegation (May Cabinet)	Submit Planning Application				CEC Approve Planning		CEC Approve Tenderers							Budget Submission to PHFC	Confirm Budget					
	Procurement							Prepare Tender & Contract Documents			OJEU Notice, ITT & Contract Issue				Tender Returns	Tender Evaluation				Contract Award			Start Construction			
Option 2- Collaborative Design Framework	Approvals			CEC Approval of Procurement Strategy (March Cabinet)	PHFC & High Level Business Case Approval	Finance Approval & Delegation (May Cabinet)	Submit Planning Application				CEC Approve Planning						Budget Submission to PHFC	Confirm Budget								
	Procurement				Contractor Awareness Day		Mini SQ	Prepare Tender and Contract Documents			Issues Tenders to Lot Contractors (RFQ)		Tender Returns	Tender Evaluation			Contract Award				Start Construction					
Option 3- SCAPE Framework	Approvals			CEC Approval of Procurement Strategy (March Cabinet)	PHFC & High Level Business Case Approval	Finance Approval & Delegation (May Cabinet)	Submit Planning Application	CEC Approve Pre-Construction Stage			CEC Approve Planning	Budget Submission to PHFC	Confirm Budget													
	Preliminary Advice		Preliminary Design and Constructability Input (Feasibility) - All Phases				Confirm Budget Cost																			
	ECI							Early Contractor Advice in collaboration with the design team (Pre-construction Stage) - All Phases																		
	Procurement									Prepare Contract Documents and Agree Target Cost					Start Construction											

(Months given for comparison between options only) PHFC = Portfolio Holder for Finance and Communication and the Interim Executive Director of Corporate Services

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Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Executive Director Place
Subject/Title:	North West Crewe Package – Approval to Proceed with the Compulsory Purchase of Land Required to Deliver the Scheme
Portfolio Holder:	Cllr Don Stockton, Environment

1. Report Summary

- 1.1. The Council has set out a clear vision and strategy for sustainable economic growth in the adopted Local Plan Strategy. A key element of this strategy is a significant investment programme in transport infrastructure to support the delivery of housing and jobs in the Borough.
- 1.2. The North West Crewe Package is an important element of this strategy and forms a key part of the Local Plan infrastructure programme for wider Crewe. The project unlocks a number of housing and employment Local Plan allocation sites by improving wider traffic movements and transport links, particularly in North Crewe.
- 1.3. The project will improve connectivity in North West Crewe providing a north-south spine road, realigned Smithy Lane, east-west Link Road from the A530 to the Spine Road and a series of junction improvements. ("North West Crewe Package") (NWCP).
- 1.4. The project has been awarded £5m of the National Productivity Fund (Local Roads element) and the Council has also been successful in securing a £10m grant from the Housing Infrastructure Fund however the specific terms attached to this grant are as yet unknown. A planning application is due to be submitted later in 2018; which, if approved, would enable the Compulsory Purchase Order (CPO) process for the project to begin.
- 1.5. The purpose of this report is to recommend that Cabinet resolves to use Compulsory Purchase powers to acquire land to facilitate the construction of the scheme and associated works to the existing highways network and authorise a Side Roads Order to be made concurrently.

2. Recommendation

2.1. That Cabinet:

- 2.1.1. Authorises the appointment of external solicitors as the Council's additional legal support for the delivery of the scheme acting on behalf of the Council and under the direction of the Director of Legal Services.
- 2.1.2. Authorises the Head of Assets to continue negotiations and seek to conclude terms to acquire the land and rights (or extinguish the same) required for the North West Crewe Package Scheme by voluntary agreement and to instruct the Director of Legal Services to draft the necessary documents and to execute such documents including any required for temporary access or use of land, subject to the necessary financial approvals being in place.
- 2.1.3. Authorises the Head of Assets to negotiate and approve the payment of relevant and reasonable professional fees incurred by landowners and others with compensatable interests in taking professional advice in connection with the acquisition of their interests required for the scheme and related compensation claims. Also in advancing the development or implementation of the North West Crewe Package Scheme, subject to the necessary financial approvals being in place.
- 2.1.4. Subject to a positive resolution of the Strategic Planning Board to grant planning permission for the scheme and the necessary financial approvals by the Portfolio Holder for Finance and Communications and the Interim Executive Director of Corporate Services (Section 151 Officer) being in place; Authorises the use the powers of compulsory purchase to undertake the acquisition of land and new rights required for the construction of the North West Crewe Package Scheme, issue "requisition for information" notices on occupiers and land owners and to authorise:
 - i. The making of an order (or orders) under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 and all other powers as appropriate for the compulsory purchase of land and rights required for the construction of the North West Crewe Package as shown on drawing Nos B1832065-DWG-0100-003 and B1832065-DWG-0100-004 ("the CPO");
 - ii. The making of a Side Roads Order (or orders) under Sections 8, 14 and 125 of the Highways Act 1980 and all other necessary powers to improve, stop up existing highways, construct lengths of new highway and stop up and provide replacement private means of access as required to deliver the North West Crewe Package ("the SRO");
 - iii. The Executive Director of Place in consultation with the Director of Legal Services to make any amendments necessary to the

contemplated orders arising as a result of further design work or negotiations with landowners and statutory undertakers or affected parties or for any connected reasons in order to enable delivery of the North West Crewe Package;

- iv. The Executive Director of Place in consultation with the Director of Legal Services to take all appropriate actions to secure the confirmation of the contemplated orders including:
 - i. To take all necessary action to secure the making, submission to the Secretary of State for confirmation and (if confirmed) implementation, of the Side Roads Order (SRO) and the CPO (“the Orders”) including the publication and service of all relevant notices and for the Director of Legal Services to secure the presentation of the Council’s case at any Public Inquiry and the subsequent service of Notices to Treat and Notices of Entry or, as the case may be, the execution of General Vesting Declarations;
 - ii. To negotiate and enter into agreements and undertakings, prior to or following the making of the Orders, with the owners of any interest in the land effected by the Orders and any objectors to the confirmation of the Orders setting out the terms for the withdrawal of objections to the Orders including where appropriate, the inclusion in and/or exclusion from the CPO of land or new rights or the amendments of the SRO and to authorise the Head of Assets to negotiate and the Director of Legal Services to draft, agree and execute all necessary legal documents to record any such agreements and/or undertakings;
 - iii. To authorise the Director of Legal Services to appoint suitable counsel to advise and represent the Council at any Public Inquiry held in respect of the Orders and to provide legal support to the project team through the process;
- v. The Executive Director of Place in consultation with the Director of Legal Services to agree compensation for the acquisition of land and rights acquired compulsorily and in the event that any question of compensation is referred to the Upper Tribunal (Lands Chamber) to authorise the Director of Legal Services to take all necessary steps in connection with the conduct and, if appropriate, settlement of such proceedings, subject to the necessary financial approvals being in place.

- 2.1.5. The Director of Legal Services (in consultation with the Executive Director of Place) to approve and execute all legal documentation that is considered necessary to give effect to the above.

3. Reasons for Recommendation

- 3.1. The acquisition of this land enables the Council to proceed with the development and delivery of the North West Crewe Package scheme. This is a vital new road scheme as it forms a key part of the Local Plan infrastructure programme for wider Crewe, which will deliver an improved highway network for the town and unlock a number of housing and employment Local Plan allocation sites.
- 3.2. The housing sites would make a significant contribution to maintaining the Council's 5 year housing supply through Local Plan allocated strategic sites at Leighton West (850 homes – site ref LPS4) and Leighton (500 homes – site ref LPS5).
- 3.3. Leighton Hospital suffers from poor connectivity to the existing highway network. The scheme will put the hospital at the locus of the North West Crewe highway network and improve links between the hospital, Crewe and wider area.
- 3.4. The scheme will ease congestion issues in the area and improve access to the hospital by establishing a new 'blue light' route and build upon the improvements that are currently already underway at Crewe Green Roundabout on the same corridor. It will also support the Bentley Masterplan and Development Framework endorsed by Cabinet May 2017 along with the expansion of Leighton Hospital
- 3.5. The successful delivery of these sites will also support the emerging strategy development work in relation to the Crewe Masterplan and HS2 Constellation Partnership.
- 3.6. The project requires specialist legal support to undertake due diligence and move the land acquisitions and compulsory purchase process forward. It has been identified that external legal support needs to be procured immediately to provide the necessary resource to deliver the scheme in accordance with the program's planning submission date.
- 3.7. Acquiring authorities should acknowledge and understand that every effort should be made to acquire the necessary land interests by agreement with the effected parties and that compulsory acquisition is a last resort. The Council has appointed Sanderson Weatherall (CPO Specialists) to undertake this work in conjunction with the Council's Assets Department. However, voluntary acquisitions of all of the land effected and rights required may not be possible within the funding window for this scheme.
- 3.8. Whilst acquisition by agreement will be pursued, initiating the CPO process over the entire land holding that is required to implement the scheme offers certainty should parallel negotiations to acquire the land and rights voluntarily not be successful.

- 3.9. To meet the delivery programme for starting construction, it has been identified that the Council will need to undertake early negotiations with affected land owners to secure that land required for the scheme by way of early acquisitions.
- 3.10. In resolving to make a Compulsory Purchase Order for the scheme, the Council would be proceeding under its powers under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 for the compulsory purchase of land and rights required. The principal power in the Act is Section 239(1), which provides that a highway authority may acquire land required for the construction of a highway which is to be maintainable at the public expense, and Section 239(3) which allows a highway authority to acquire land for the improvement of a highway being an improvement which the authority is authorised to make under the Act. Section 246 authorises the acquisition of land for the purpose of mitigating the adverse effects of the construction or improvement of highways. Section 250 authorises the compulsory acquisition of new rights over land and Section 260 authorises the clearance of the title to land already held by the Council and required for the scheme and which might otherwise interfere with the Council's activities in exercising its statutory powers to construct the works.
- 3.11. The scheme will require the acquisition of the freehold title to approximately 10.05 hectares of land (or thereabouts) and a further 0.18 hectares of land over which new rights are to be created. The plans to accompany the CPO will be available for inspection by members at the meeting and a reduced size version of the plan is annexed to this report.
- 3.12. The land over which freehold title is to be acquired is predominantly agricultural land but does include a property known as Leighton Farm Barns which is a small residential barn conversion development of 6 part complete dwellings (unoccupied dwellings). This property is owned by a developer and the Council is in the process of negotiating an early voluntary acquisition (prior to the grant of planning permission for the scheme and making of the CPO), in order to avoid the scheme impacting on residential occupiers and to mitigate future acquisition costs. Other than that, the proposed CPO does not involve the acquisition of any residential properties nor any land in any of the categories where land has to be provided in exchange, such as common land or public open space.
- 3.13. Some of the areas over which freehold title is to be acquired may not be required for the permanent works and may be sold back to the current owners at Open Market Value along with the payment of compensation in due course.
- 3.14. The Side Roads Order (SRO) will authorise the stopping-up, diversion and creation of new lengths of highway or reclassification of existing highways and the Compulsory Purchase Order (CPO) will include land that is required to enable the works authorised by the SRO to be carried out.
- 3.15. In addition, the SRO makes provision for the stopping-up of private means of access to premises and agricultural land and the CPO makes provision

for the acquisition of land and new rights to enable new, replacement private means of access to be provided as part of the scheme.

- 3.16. The plans of the works and alterations to be authorised by the SRO will be available for inspection by Members at the meeting.
- 3.17. The land proposed to be acquired is the minimum considered to be reasonably required to achieve the selected design option, subject to three matters that are currently unresolved pending further design work. Firstly, the locations for working compounds and attenuation ponds have not yet been confirmed and will be selected for inclusion in the CPO in due course. Secondly, the relocation of a private drain serving Leighton Hospital is subject to further design and this may require interference with rights held by the Hospital. Thirdly, discussions are proceeding with the Statutory Undertakers and these may disclose additional requirements for service diversions for which land or rights may require to be obtained under the CPO. These amendments may be made by the Executive Director of Place in consultation with the Director of Legal Services pursuant to recommendation 2d.iv.ii following adoption of the recommendations in this report.

4. Other Options Considered

- 4.1. The Council has instigated negotiations with affected landowners in accordance with the Department of Communities & Local Government Guidance on Compulsory Purchase dated October 2015. However, as already noted, it is not realistic to expect that voluntary acquisitions could be concluded with all affected parties and for all land title issues to be dealt with by agreement within the funding window for the scheme. Accordingly, the authorisation of compulsory purchase action is sought at this stage to maintain the project programme and to demonstrate the Council's intent, subject to a resolution to grant planning permission by the Strategic Planning Board, to proceed with the scheme.

5. Background

The Need for the Scheme - Local Plan Strategy

- 5.1. Crewe is the largest settlement within Cheshire East with a population of over 73,400. It is situated approximately 28 kilometres west of Macclesfield and 32 kilometres south east of Chester. The Council has identified Crewe as its biggest spatial priority and its key objective is to take advantage of its prime location for connectivity and to significantly increase the amount and type of employment that is available in the town.
- 5.2. The Local Plan has allocated land for business, retail, leisure and other commercial developments and it is imperative that this land is now released to ensure that jobs led growth is delivered. If sufficient housing, commercial or employment opportunities are not provided, economic

growth will be constrained because new businesses will decide not to locate in Cheshire East, whilst house prices will increase, exacerbating the affordability problem.

- 5.3. The Local Plan has identified that Crewe requires an average 385 new homes and 3.25 hectares of employment land each year totalling 7,700 new homes and 65 hectares of employment land for the period 2010 to 2030. The Local Plan Strategy brings forward at an early stage the necessary infrastructure that services new sites.
- 5.4. The North West Crewe Package would be a key part of the Local Plan infrastructure programme for wider Crewe. It would improve Strategic Highway Connectivity for North West Crewe and, together with existing approved schemes, ease congestion issues in the area.
- 5.5. The North West Crewe Package would unlock a number of housing and employment Local Plan allocation sites by improving wider traffic movements and transport links. This will make a significant contribution to maintaining the Council's 5 year housing supply through Local Plan allocated strategic sites at Leighton West (850 homes – site ref LPS4) and Leighton (500 homes – site ref LPS5). It will also support the proposals for Bentley Motors.

The Need for the Scheme - Economic, Educational & Health Benefits

- 5.6. The scheme supports expansion at Leighton Hospital and there is an existing requirement for improved blue-light routes in and out of Leighton Hospital. The delivery of the new infrastructure will also allow more efficient and appropriate use of the existing highway network.
- 5.7. Bentley Motors have ambitions to create a campus, based on investment in a new technology centre and through implementation of the Bentley Masterplan and Development Framework endorsed by Cabinet in May 2017. The scheme would help mitigate traffic impacts associated with this expansion.

The Need for the Scheme - Highway Network Improvements

- 5.8. The scheme would also make better use of the existing network by separating school traffic, hospital traffic and through traffic, and will significantly enhance the connectivity from the A530 in to Crewe.
- 5.9. The hospital suffers from poor connectivity to the existing highway network. The scheme would put the hospital at the locus of the North West Crewe highway network and improve links between the hospital, Crewe and the wider area.
- 5.10. The scheme would complement potential future schemes to allow further development within Crewe beyond the Local Plan that would occur as a result of HS2, while also improving connectivity to HS2 from areas beyond Crewe.

Alternatives Considered

- 5.11. An option of improving Minshull New Road was considered but was not taken forward, as this would not have provided adequate access to the Local Plan sites, addressing existing problems only.
- 5.12. Furthermore, improvements at the existing Smithy Lane/A530 are constrained by third party properties including Leighton Hospital, as well as forward visibility. The proposed new Smithy Lane/A530 junction and alignment was developed working with the landowners and developers of Local Plan Site LPS4 (Leighton West) to generate the preferred option.

Scheme Description:

- 5.13. The North West Crewe Package would be new highway, approximately 2.6 km in length. The road would consist of a two-way single carriageway with a mainline width of 6.9 m. Local Plan Site LPS4 (Leighton West) includes an extension of the Connect 2 Crewe cycle greenway to be incorporated into green infrastructure provided within this housing allocation.
- 5.14. The scheme is formed around a spine road (running north-south) creating a new road linking Minshull New Road to Leighton Hospital. At the northern end of the spine road, Smithy Lane would be realigned between Middlewich Road and Flowers Lane. The southern end of the scheme would include an east-west link between the spine road and Middlewich Road.
- 5.15. For the surrounding highway network, a package of mitigation and complimentary measures has been proposed to ease congestion. This would primarily consist of a partial realignment of Flowers Lane where a new roundabout will connect into Middlewich Road, providing relief to congestion at the existing cross-road junction.

Planning Position:

- 5.16. The proposed scheme is fully in line with Strategic Priority 1 of the Local Plan. This priority seeks to promote economic prosperity by creating the conditions for business growth. The objective is to be delivered in part by providing a viable and flexible supply of quality employment land and maximising the opportunities that may be offered by HS2.
- 5.17. Strategic priorities 2, 3 and 4 seek to create sustainable communities, protect and enhance environmental quality, reducing the need to travel, promoting more sustainable modes of transport and improving the road network.
- 5.18. Policy IN1 of the Local Plan specifies that infrastructure delivery will take place in a phased co-ordinated manner guided by the Infrastructure Delivery Plan and any additional site specific requirements to support the Local Plan Strategy proposals. The Infrastructure Delivery Plan (July 2016) includes the North West Crewe Package.

5.19. Local Plan Site LPS4 (Leighton West) provides for the delivery of 850 new homes and circa 5 hectares of employment land to be delivered with LPS5 (Leighton) providing 500 new homes. The focus is to provide sustainable neighbourhoods, which reflect the transitional location between the higher density urban area and the rural area, green infrastructure and key highway improvements in the area through a masterplan led approach.

5.20. National Planning Policy Framework (March 2012) provides that:

“Local Plans are key to delivering sustainable development which reflects the vision and aspirations of local communities. Planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise”.

6. Wards Affected and Local Ward Members

6.1. Wards Affected

6.1.1. Leighton Ward

6.2. Local Ward Members

6.2.1. Cllr. Derek Bebbington.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. It relates directly to the delivery of the Council's Corporate Plan:

Outcome 1 – Our local communities are strong and supportive

Outcome 2 – Cheshire East has a strong and resilient economy

Outcome 4 – Cheshire East is a green and sustainable place

Outcome 5 – People live well and for longer

7.1.2. The Council's Local Plan Strategy is supported by an Infrastructure Development Plan (July 2016). The project of new highways and junction improvements is closely linked to the delivery of significant numbers of new houses and to supporting the Bentley Masterplan and is referred to as Local Plan Sites LPS4 Leighton West and LPS5 Leighton.

7.2. Legal Implications

7.2.1. The powers that the Council would use to compulsorily acquire the necessary land and rights are set out in Section 3 above.

- 7.2.2. The powers of compulsory purchase contained in the Highways Act 1980 (“the Act”) are subject to distance limits from the centre line of the new road as set out in Section 249 and Schedule 18 of the Act and the proposed new principal road and the associated side roads and drainage works will fall within those limits.
- 7.2.3. While an authority should use compulsory purchase powers where it is expedient to do so, in considering whether to confirm the CPO and SRO the Secretary of State will need to be convinced that there is a “compelling case in the public interest for compulsory acquisition” and Members should apply a similar test before authorising its making on the balance of the information contained in this report.
- 7.2.4. The acquiring authority is also expected to show that if compulsory acquisition is authorised the scheme is unlikely to be blocked by physical or legal impediments to implementation. These include related infrastructure works, funding and the need for planning permission. As already noted the recommendation in this report, the recommendation is to proceed with the CPO subject to planning permission being granted. Whilst this is not strictly required to proceed with a CPO, it is considered expedient to pass this hurdle in the first instance.
- 7.2.5. Those receiving notice of the making of the CPO have a right to object and, if they wish, have their objections heard at a local public inquiry. As acquiring authority, the Council will need to make the case for the Order at any inquiry. The CPO does not take effect until confirmed by the Secretary of State. However, once the Order is confirmed an affected party aggrieved by the decision would have a further six weeks after receiving notification of the confirmation to challenge the decision in the Administrative Court on a point of law. This could result in the Order, or the decision to confirm it, being quashed in whole or in part.
- 7.2.6. In reaching a decision on whether to initiate compulsory purchase action, Members also need to consider, in addition to the information set out above about the scheme and the need for it, the position with regard to the funding of the scheme (which is set out in Section 7.3 of this report) and its human rights implications (which are set out in Section 7.4 of this report).
- 7.2.7. In addition to the above the Council proposes to enter into agreements prior to the making of the CPO for the acquisition of land and rights by agreement (rather than by use of CPO powers). The Council has the power pursuant to s120 of the Local Government Act 1972 to acquire land by agreement.
- 7.2.8. 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 and which demonstrates that public funds are not exposed to unnecessary or unquantified risk.

7.3. Financial Implications

- 7.3.1. The acquiring authority is expected to make clear the sources of funding for the scheme and to indicate the sources of funding for both land acquisition and compensation and the works themselves.
- 7.3.2. In December 2017, the scheme was estimated to cost c£41.6m and Cabinet resolved at that meeting to recommend to the Council that the scheme costs be included in the Council's capital programme.
- 7.3.3. A budget of £39.9m is included within the 2018/21 Capital Programme Addendum. The funding from Cheshire East resources of £9.2m is subject to affordability. At the stage where the business case and funding strategy is sufficiently developed and the Cheshire East funding is deemed to be affordable the Portfolio Holder for Finance and Communications and the Interim Executive Director of Corporate Services (Section 151 Officer) will provide the additional approval for the scheme to proceed and form part of the main capital programme. The scheme is projected to be funded by £12m of Council funding (inc prior years expenditure), approximately £15m of grant funding and approximately £15m of developer contributions and capital receipts.
- 7.3.4. The Council has been awarded £5m of the National Productivity Fund (Local Roads element) and has also been successful in securing a £10m grant from the Housing Infrastructure Fund however the terms of the grant are not yet known.
- 7.3.5. At this stage, developer contributions are anticipated to be secured via Community Infrastructure Levy (CIL) or Section 106 agreements for development.
- 7.3.6. The budget for the North West Crewe Package to progress to a planning submission and allow limited early statutory diversions is £2.53m, this is funded by Cheshire East resources and included within the main capital programme.
- 7.3.7. The project budget includes an estimate for the costs associated with the CPO process including a public inquiry. This estimate allows for the costs of surveyors / solicitors / barristers / land referencing fees but would exclude any references to the Lands Tribunal in respect of compensation. The costs associated with Lands Tribunal for compensation are dependant upon the number and complexity of claims and the project budget includes a contingency for this.

7.4. Human Rights Assessment

- 7.4.1. In deciding whether to proceed with compulsory purchase Members will need to consider the Human Rights Act 1998 and Article 1 of the First Protocol and Article 8 to the European Convention on Human Rights. There are no occupied domestic dwellings directly affected within the proposed CPO land but this could change if Leighton Farm Barns is not acquired through voluntary negotiation. It is noted that the Council is in

negotiations to acquire Leighton Farm Barns early by voluntary agreement outside of the proposed CPO.

7.4.2. Article 1 protects the rights of everyone to the peaceful enjoyment of their possessions. No person can be deprived of their possessions except in the public interest and subject to national and international law.

7.4.3. Article 8 protects private and family life, the home and correspondence. No public authority can interfere with this interest except if it is in accordance with the law and is necessary in the interests of national security, public safety or the economic well-being of the country.

7.4.4. Members will need to balance whether the exercise of these powers are compatible with the European Convention on Human Rights. In weighing up the issues it is considered that there is a compelling case in the public interest for the acquisition of land which will bring benefits to the residents and businesses of Crewe that could not be achieved by agreement and this outweighs the loss that will be suffered by existing landowners. The CPO will follow existing legislative procedures.

7.4.5. All parties have the right to object to the CPO and attend a public inquiry arranged by the Secretary of State. Parties not included in the CPO may be afforded that right if the inquiry inspector agrees. The decision of the Secretary of State can be challenged in the High Court, an independent tribunal, for legal defects. Those whose land is acquired will receive compensation based on the Land Compensation Code and should the quantum of compensation be in dispute the matter can be referred to the Upper Tribunal (Lands Chamber) for independent and impartial adjudication. The Courts have held that this framework complies with the Convention on Human Rights. Accordingly, a decision to proceed with the recommendation on the basis that there is a compelling case in the public interest would be compatible with the Human Rights Act 1998.

7.5. Equality Implications

7.5.1. In progressing the Orders and carrying out consultations the Council will take into account the needs of persons with protected characteristics as set out in equalities legislation.

7.6. Rural Community Implications

7.6.1. Completion of the project will ease congestion and facilitate movement across the Borough to the benefit of both urban and rural communities.

7.7. Human Resources Implications

- 7.7.1. It shall be necessary to ensure that sufficient resource is allocated in Assets, Highways, Legal, and Planning Services to support delivery of the scheme. If additional temporary resources are required these will be met from the project budget.

7.8. Health and Wellbeing Implications

- 7.8.1. The project would accommodate both pedestrian and cyclists to link Crewe Town Centre and its immediately surrounding neighbourhoods to Leighton Hospital and Local Plan sites LPS4 and LPS5.
- 7.8.2. The scheme will have environmental benefits, through reducing traffic congestion, improving travel times and reliability and encouraging multi modal forms of transport such as cycling and walking.

7.9. Implications for Children and Young People

- 7.9.1. No implications for children and young people as distinct from the wider community.

7.10. Overview and Scrutiny Committee Implications

- 7.10.1. There will be no scrutiny committee implications as result of this recommendation.

7.11. Other Implications (Please Specify)

- 7.11.1. Not delivering the scheme will mean that the improvements and benefits outlined above will not be achieved and the Local Plan sites will not be delivered.
- 7.11.2. Public expectations would not be met leading to a potential lack of public confidence and reputational harm to the Authority. Grant funding allocations towards the cost of the scheme would be lost.

8. Risk Management

- 8.1. Progressing a CPO would be preceded by an offer of voluntary negotiations to acquire by agreement which could continue during the CPO process. Ultimately, however, the making of a CPO could be the only way to resolve the major area of uncertainty that could otherwise delay the projects programme.

- 8.2. Entering into the CPO process offers the assurance that the Local Plan site allocations can be delivered.
- 8.3. The Council can notify the Secretary of State that it no longer wishes to use its CPO powers in respect of any interest and request the Secretary of State not to confirm the CPO over those interests at any time if negotiations are successful or if the Council considers the financial risk too great.
- 8.4. A major risk for any highway scheme is land assembly and any substantive delay to this is likely to adversely impact on the project program to include submission of the planning application and the start of construction. In order to mitigate this risk, it has been identified that external legal support needs to be procured immediately to support the land assembly and Compulsory Purchase strategy.
- 8.5. The Council will ensure that there is a budget for costs associated with any early acquisitions, including payment of professional fees incurred by affected land owners, required to meet the program for starting construction. Where possible, the Council shall enter into option agreements to acquire land to mitigate the costs associated with early acquisitions.
- 8.6. Leighton Farm Barns would be acquired on an unconditional basis before a planning application submitted. By acquiring this interest early, the Council would avoid the scheme impacting on residential occupiers and mitigate future acquisition costs. In the event that the scheme is not delivered, the Council would have the option of selling Leighton Farm Barns.

9. High Level Programme

November 2018	Draft Compulsory Purchase Orders(CPO) Published
June 2019	Public Inquiry into CPO
December 2019	Secretary of State Decision on CPO orders
April 2020	Procurement completed
April 2020	Possession of land
July 2020	Construction starts (phase one)
September 2021	Construction complete (phase one)

10. Access to Information

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

11. Contact Information

Contact details for this report are as follows:

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Appendix A

Plan illustrating road layout for the scheme

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Cheshire East Council

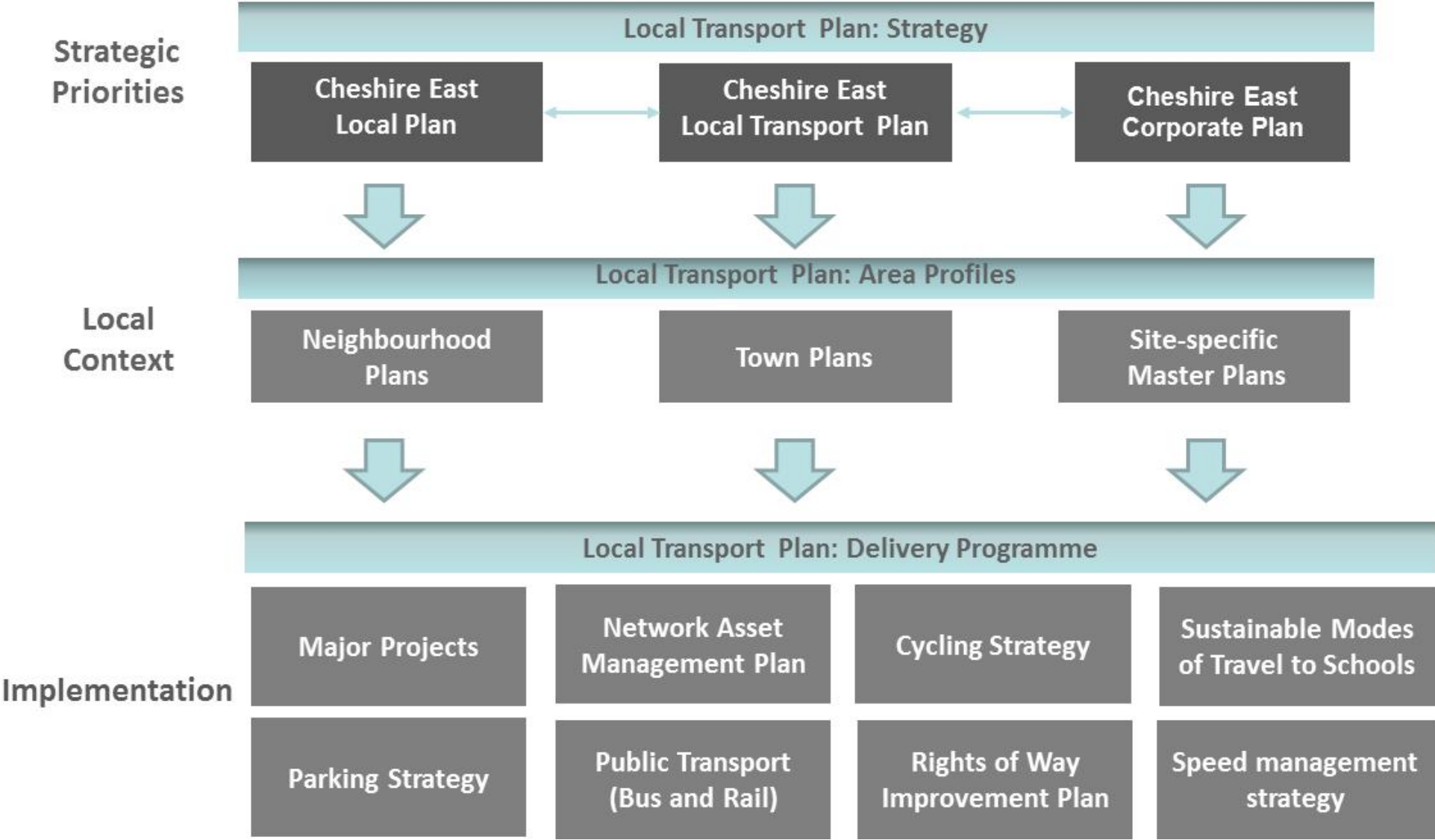
Cabinet

Date of Meeting:	13 th March 2018
Report of:	Frank Jordan, Executive Director of Place
Subject/Title:	Local Transport Plan Refresh
Portfolio Holder:	Cllr Don Stockton, Environment

1. Report Summary

- 1.1 This report outlines progress against producing an updated Local Transport Plan (LTP) for Cheshire East. The updated LTP will provide a policy framework for transport across the Borough and guide investment in the local transport network. Work in 2017 has produced an evidence base and vision statement for LTP, as agreed at Cabinet on 12 September 2017. This report outlines an updated draft Local Transport strategy, which is now proposed for public consultation.
- 1.2 The Local Transport Plan provides a framework for a set of thematic transport strategies and wider policies affecting local transport provision in Cheshire East. The draft LTP (as at Appendix 2 to this report) brings these together in a coherent multi-modal framework taking account of the local circumstances arising in Cheshire East. In particular, the LTP preparation has been cognisant of emerging work on; a 'Sustainable Modes of Travel to School' strategy, an updated high-level Car Parking strategy (Appendix 4), Education Travel Policy, the Bus Service Review and the adoption of an updated spatial framework in the Local Plan. The relationship between the LTP and these supporting strategies is summarised in the diagram at Figure 1 below.
- 1.3 The Council's Highways service currently manages and maintains over 2,670kms of carriageway, 40,000 street lights and over 1,400 bridges. This infrastructure is managed through the Council's Highways Investment Programme and is an excellent example of our evidence-led approach to transport asset maintenance. The LTP considers how to continue maintaining, managing and improving our transport infrastructure as effectively as possible to maximise the level-of-service they provide in meeting the travel needs of the borough.

Figure 1: Policy Framework of Cheshire East Local Transport Plan and Supporting Strategies



- 1.4 Although the LTP primarily profiles transport and infrastructure needs within the Borough, the strategy also proposes actions necessary at the local level in respect of sub-regional, regional and national infrastructure programme where these relate to the Borough. Key examples of this include: HS2; Highways England and Network Rail investment programmes; and Transport for the North and Midlands Connect investment programmes.
- 1.5 In parallel with development of the LTP, the Council has been working collaboratively with Stockport Metropolitan Borough Council and Transport for Greater Manchester to update the South East Manchester Multimodal Strategy (SEMMMS – see Appendix 3). The original SEMMMS strategy, published in 2001, outlined a 20 year transport plan for the South East Manchester area, incorporating neighbouring areas in East Cheshire. Significant progress has been made in delivering the original strategy (including delivery of A6MARR and complementary measures) but this now needs to be updated alongside the new LTP, and reflect the emerging development proposals of the Greater Manchester Spatial Strategy and adopted CEC Local Plan.
- 1.6 The new LTP4 strategy has developed a comprehensive set of actions to address the strategic transport challenges for Cheshire East as defined in the Vision document approved by Cabinet on 12th September 2017, namely:
- **Supporting growth and economic strength through connectivity** – transport investment will be central to keep our economy moving and achieving the sustainable growth set out in the Local Plan. The Council will seek to ensure timely provision of infrastructure to support development. We also need to plan now to capitalise on major growth opportunities associated with a future HS2 Hub in Crewe and the wider Constellation Partnership.
 - **Ensuring accessibility to services** – the transport network plays a role in creating sustainable communities with access to vital facilities and services as well as friends and family. The transport network must support these everyday journeys and deliver not just in our larger towns but also for our smaller towns, villages, and rural communities.
 - **Protecting and improving our environment** – with a growing population and existing impacts of transport on local air quality and noise we need to plan for alternative technology and sustainable travel to mitigate these impacts.
 - **Promoting health, wellbeing and physical activity** – the transport network can play a key role in promoting health and physical activity. If current trends in Cheshire East, where a higher proportion of adults are overweight than nationally, are to be reversed then the Council must promote physical activity.

- **Maintaining and managing our network assets** – 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 transport network 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.
- **Improving organisational efficiency and effectiveness** – in the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support the growth targeted for Cheshire East.

- 1.7 There has been active engagement with Town and Parish Councils representing the key local service centres throughout the Borough. This has informed preparation of a set of Local Area Profiles which detail specific transport challenges and opportunities for each locality. These profiles have been produced through close cooperation with relevant Neighbourhood Planning groups to draw on relevant evidence and knowledge in Town/Parish Councils, Cheshire East Ward Councillors and residents/stakeholders in local communities. This approach to each of the local services centres is consistent in the proposed High Level Parking Strategy, and town parking studies will be prepared for all 11 local centres during the early years of the LTP strategy. It is considered that the 2018/19 priorities for completion of parking studies, based upon evidence of manifest parking pressures, include Sandbach and Wilmslow.
- 1.8 Subject to approval by Cabinet, it is proposed that the updated Local Transport Plan strategy, the associated Local Area Profiles and the 'issues and options' elements of the SEMMMS strategy be published for public consultation, commencing in February 2018. This consultation will seek the views of residents and stakeholders on the strategic framework for local transport, to inform further development of both the strategy and associated delivery plans. The outcomes of consultation will inform production of a fully updated Local Transport Plan for Cheshire East, which is expected to be available for consideration at Cabinet and Council in Autumn 2018. Feedback received on the SEMMMS strategy will be used, alongside the ongoing traffic modelling work to help prioritise a set of future SEMMMS transport schemes. This final strategy will be consulted on in Summer 2018.
- 1.9 This joint LTP and SEMMMS public consultation will seek views on:

- The overall strategic approach required to meet the transport challenges facing the Borough, as informed by our analysis of the evidence base;
- Investment priorities considered to be necessary as part of a 5-year LTP Delivery Plan, which will be prepared following this consultation and updated annually to inform the Council's annual programmes of transport investment;
- The 'Issues and Options' elements of the SEMMMS strategy to address future transport challenges in North of the Borough;
- The challenges & issues that have been identified for each of the principal towns and key service centres in the Borough, plus any key projects or initiatives that are considered important to address issues including (but not limited to): congestion in local centres; parking issues; traffic speeds; accessibility by walking, cycling and bus travel; conditions of carriageways and footways; and rail connections.

The approach to community engagement will be informed by the Council's best practice guidance from the Corporate Research and Consultation Team. The proposed Engagement Plan for this exercise is appended to this report (see Appendix 1). As outlined in the Engagement Plan, the various transport themed consultations running concurrently in early 2018 will be linked together through coordinated communications and ensuring staff attending LTP consultation drop-in events are able to answer questions regarding other consultations including: Transport for the North; SEMMMS etc.

2. Recommendations

2.1 It is recommended that Cabinet:

- 2.1.1 Approve the draft Local Transport Plan strategy (Appendix 2), which includes the 'Issues and Options' elements of the South East Manchester Multi Modal Strategy (Appendix 3) and a draft high level Parking Strategy (Appendix 4).
- 2.1.2 Agree that these documents be published for borough-wide public consultation, in accordance with the Engagement Plan (Appendix 1); and agree that all final consultation materials will be approved by the Executive Director of Place.
- 2.1.3 Note that the outcomes of the consultation and any subsequent amendments to the Local Transport Plan or associated strategies will be reported to Cabinet for consideration.
- 2.1.4 Note the proposals for reporting to Overview and Scrutiny Committee, as at paragraph 7.9 of this report.

- 2.1.5 Note that development of Delivery Programmes for transport, during the life of the Local Transport Plan, will be informed by the consultation. Proposed delivery programmes will be reported to Cabinet as part of a final draft Local Transport Plan in Autumn 2018.

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 planning framework, as defined in the new Local Plan. 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.
- 3.2. Likewise the original SEMMMS Strategy is now over 20 years old. In order to properly plan for key 'cross boundary' transport challenges in the future this work must be updated to take account of the schemes delivered by the original SEMMMS strategy and the context of new and emerging development pressures.

4. Other Options Considered

- 4.1. As the LTP is a statutory document, no options other than to update it were considered. The proposed approach is considered to be a timely and proportionate means of fulfilling this requirement.

5. Background

- 5.1. The current LTP3 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 LTP3 being outdated. There is a need to update our LTP to reflect the Council's accelerated investment in 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 LTP.
- 5.2. 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 LTP 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.

5.3. 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 and opportunities relating to innovative technology through the wider adoption of smart solutions.
- The requirements for active lifestyles, accessibility and wellbeing of an ageing 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.

5.4. 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 a refreshed Local Transport Plan.

5.5. The Local Transport Plan will be a statutory document maintained by Cheshire East Council in its role as the Local Transport Authority. To

inform development of the Plan, it is vital to engage the public and stakeholders in consultation on the proposed approach. At this stage of development, a 8-week consultation period is expected to include:

- Borough-wide circulation of consultation materials through libraries, customer contact centres and other key venues e.g. transport interchanges.
- Web-based consultation questionnaires to enable feedback on the draft document
- Staffed drop-in sessions for face-to-face discussion in each of the 12 main towns and local service centres.
- Media releases, including social media, to publicise the consultation.

The approach to consultation will ensure there is robust coordination of events and key messages with other related public consultation activities including SEMMMS.

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 LTP4 has been undertaken to ensure there is a consistent policy-fit with all relevant adopted and emerging local policies including: Education Travel Policy; 'Sustainable Modes of Travel to School' strategy; and car parking strategy.

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 need to be in accordance with statutory and legal requirements for Community Engagement, Equalities Impact Assessment and Strategic Environmental Appraisal.

7.2.3. Members must be fully aware of, and have themselves rigorously considered, the equalities implications of the decisions they are taking.

This will ensure that there is proper appreciation of any potential impact of any decision on the Council's statutory obligations under the Public Sector Equality Duty. As a minimum, this requires decision makers to read and carefully consider the content of any Equality Impact Assessments produced by officers.

- 7.2.4. There is no statutory duty to consult on proposals to change the way in which a local authority carries out its duties but there is an expectation enshrined in case law that any local authority making decisions affecting the public will do so fairly and in a way that cannot be said to be an abuse of power.
- 7.2.5. It is therefore important to test the fairness of the Council's approach by way of consultation on any changes which would have the effect of withdrawing existing benefits or advantages available to its residents. Such consultation should involve those directly affected by such changes together with the relevant representative groups. The responses to the consultation will need to be conscientiously taken into account when Cabinet makes any future decisions on the Local Transport Plan.
- 7.2.6. It should be noted that breach of a duty to consult would risk the Council being subjected to legal challenge by way of judicial review.
- 7.2.7. Any Consultation must be conducted with adherence to the following:
- (a) the consultation must take place at a time when the proposals are still at a formative stage;
 - (b) the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response;
 - (c) adequate time must be given for consideration and response;
 - (d) the product of the consultation must be conscientiously taken into account in finalising the proposals.

7.3. Financial Implications

- 7.3.1. A costed programme for the necessary tasks is prepared. The LTP4 is being prepared over financial years 2016/17 to 2018/19. The costs for producing a new LTP4 are estimated to be approximately £200,000. This excludes any internal recharges for staff time to support the process and the value of such recharges is still to be confirmed. The costs of this are fully funded from within the Strategic Infrastructure budget.
- 7.3.2. The refresh of the SEMMMS strategy is being funded from the monies earmarked by Transport for Greater Manchester towards 'cross boundary studies'. As such there will be no direct impact on the Council's budgets for this element of the work.

- 7.3.3. Upon completion and adoption by the Council, the LTP4 will provide a policy framework to inform the annual capital programme for transport. The LTP4 will be implemented utilising applicable funding from a range of sources including: LTP Integrated Transport Block funding; Community Infrastructure Levy; Section 106 & 278; the Council's capital and revenue programmes, one-off funding programmes and external funding.

7.4. Equality Implications

- 7.4.1. An Equalities Impact Assessment has been completed for the LTP to ensure that the needs and impacts on all residents are understood, especially individuals or groups with identified protected characteristics. This will be a evolving document until adoption of the LTP4. The document will be updated following the consultation exercise to incorporate comments from all residents.
- 7.4.2. The Equalities Impact Assessment notes that the LTP4 has been designed to support delivery of the Council's outcomes stated in the 2016 Corporate Plan, which aim to achieve the best outcomes for all local residents.
- 7.4.3. The LTP4 strategy provides a strategic framework for a range of schemes and investment for the future. As such future work will be conducted to implement schemes and investment programmes. Further Equality Impact Assessments will be undertaken for specific schemes and investment programmes as they come forward.

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. Rural transport provision needs to take account of the needs of rural residents and visitors, enabling rural areas to be well-connected to services and opportunities. The extent of rural connectivity has a direct impact on the Borough's overall 'Quality of Place'.
- 7.5.2. The LTP includes detailed consideration of transport issues in rural areas throughout the Borough. In principal, the policy objectives and issues highlighted in the Plan apply throughout the Borough, including all of our rural areas. However, it is also recognised that there can be specific challenges that are of heightened importance in rural areas. Consideration of these is aided by the place-based approach to the planning process. This has put greater emphasis on how our key towns act as service centres which must be accessible to residents of rural issues. As part of the place-based approach, we have prepared a specific Local Area Profile within the plan focussing on the challenges and opportunities arising in our Rural Areas.

7.6. Human Resources Implications

7.6.1. None

7.7. Health and Wellbeing Implications

7.7.1. The LTP4 considers 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 are engaged in production of the strategy. The LTP4 also proposes actions to improve accessibility to services (particularly health services) in the context of an ageing and rural population.

7.8. Implications for Children and Young People

7.8.1. Specific transport issues relating to children and young people are incorporated into the LTP4. Strategy development has taken full account of the Council's current work on a new draft Compulsory School Age Education Travel Policy and the emerging Sustainable Modes of Travel to Schools (SMOTS) strategy.

7.9. Overview and Scrutiny Committee Implications

7.9.1. The Local Transport Plan update is relevant to the work programme of the Environment and Regeneration Overview and Scrutiny Committee. It is proposed that the Scrutiny Committee is requested to consider reports on the following matters relating to production of the updated LTP:

- February 2018 – Approach to public consultation and engagement
- June 2018 – Results of public consultation and amendments to the LTP
- September 2018 – Finalising the LTP for adoption by Council.

7.9.2 At its meeting on 12 February 2018, Environment and Regeneration Overview and Scrutiny Committee considered the pre-consultation draft of the LTP and the proposed approach to public consultation. The committee made the following principal observations:

- The consultation plan should ensure that there is an effort to engage young people and students (16-25years) as it was felt that the new LTP strategy had longer term impacts on travel across Cheshire East.
- The consultation should seek to engage businesses and transport operators, especially freight and logistics companies.

- Committee was concerned that the strategy did not provide sufficient clarity on investment plans. It was considered necessary to ensure that people had the opportunity to comment on their priorities for investment through the LTP.
- It was considered that the LTP should make provision for alternatives for the car, considering the need for reduced use of conventionally-powered cars to 2040.
- Committee indicated that the LTP should be clearer on any policy commitments arising from the refresh, in particular there was reference to policies relating to transport provision for new developments.
- The Committee requested that the High Level Parking Strategy included a programme for the town parking studies, with a view to addressing the imbalances in parking throughout the Borough.
- Committee generally welcomed the place-based approach to the LTP, whilst noting that Local Service Centres as well as Principal towns and Key Service Centres should be considered.
- There was specific reference to a number of major projects which could be stated more clearly in the LTP, including Middlewich rail station and a possible A6 Disley bypass.

Scrutiny requested that these comments be considered in preparing the public consultation plans.

7.10. Other Implications (Please Specify)

7.10.1. None

8. Risk Management

- 8.1. A Project Board has been established chaired by the Director of Infrastructure and Highways to ensure appropriate project governance and strategic direction. Monthly project highlight reports are prepared for the Project Management Office. A project risk register is maintained detailing mitigation measures.
- 8.2. Officer steering groups from both the Place and the People Directorates have been convened to inform the production of the new LTP. This approach ensures that relationships with policies in other service areas are fully understood.

9. Access to Information

- 9.1. 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\LTP Rewrite 2017\Briefing
Notes

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List of Appendices

Appendix 1 - Engagement Plan

Appendix 2 - Draft Local Transport Plan

Appendix 3 - South East Manchester Multimodal Strategy (SEMMMS)

Appendix 4 - High-level Car Parking Strategy

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Local Transport Plan Consultation Plan – DRAFT

DRAFT

04/01/2018

Produced by:
John Davies

OFFICIAL

Consultation Overview

Background/situation

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, 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. The project entails numerous stages of work:

- Stage 1: Producing a robust evidence base to identify key strategic challenges in respect of transport connectivity
- Stage 2: A vision document has been prepared which outlines how transport will contribute to the achievement of the Council's corporate outcomes and 'Quality of Place' principles
- Stage 3: Producing a place based Local Transport Plan strategy which details Boroughwide investment priorities and 11 sub area profiles
- Stage 4: Public consultation on the draft strategy

Aims and Objectives

- Understand strategic and local transport challenges in the Borough which the LTP will need to address;
- Understand any measures or proposals made by residents or other stakeholders for addressing transport challenges in the Borough.

Desired outcomes

Gain a clear idea on what the LTP will need to include to meet the strategic and local transport needs of the Borough.

Consultation Plan

Target audience

- Users of the various modes of travel in Cheshire East (bus services, flexible transport, rail, active travel, vehicle driver, freight etc.)
 - Inc. vulnerable groups (older people, IMD, disability)
 - Young people (Youth Service Participation Forum)
- Community & volunteer groups
- Council Members/ Councillors
- Employer organisations
- Schools and educational establishments
- Bus operators
- Town and Parish Councils
- Partner organisations and volunteers
- Neighbouring local authorities
- Statutory transport bodies (Highways England, Network Rail)

Consultation Methods

- Hard copy survey
 - Organising drop in sessions across the Borough at which residents can gain information on the consultation process and support to complete the questionnaire
 - Libraries and key contact centres information point containing poster and questionnaires (with pre freepost address)
 - Posters on buses
- Online survey
 - Cheshire East website – link
 - Posters on buses/ bus stops – QR code and weblink
 - Local press – weblink/ QR code
 - Social media pages – Twitter #CECLTP & Facebook page link
 - Send to members of the Digital Influence Panel members via an e-mail campaign – est. 2,000 members.
- Drop in sessions – run one session in each principal town / key service centre as defined in Local Plan: Crewe, Macclesfield, Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach and Wilmslow. Also run a drop in session in Disley due to geographical nature of settlement. Strategic Infrastructure service to make appropriate arrangements for these events in consultation with relevant town/parish councils.
- Engagement with hard to reach groups and people with complex needs through partner agencies, including.
 - Youth Service Participation Forum
 - Local Plan Consultees List
 - Other groups as advised by the Equality and Inclusion Officer.

Equality Impact Assessment

Strategic Infrastructure is undertaking and will own the Equality Impact Assessment which will be published alongside this consultation.

Timescales

Date – Week beginning															
Activity															
	1 st Jan	8 th Jan	15 th Jan	22 nd Jan	29 th Jan	5 th Feb	12 th Feb	19 th Feb	26 th Feb	5 th Mar	12 th Mar	19 th Mar			
Draft questionnaire / materials															
Finalise questionnaire															
	26 th Mar	2 nd Apr	9 th Apr	16 th Apr	23 rd Apr	30 th Apr	7 th May	14 th May	21 st May	28 th May	4 th June	11 th Jun	18 th Jun	25 th Jun	2 nd July
Finalise questionnaire															
Print paper questionnaire															
Distribute questionnaire															
Consultation period															
Input paper questionnaire															
Q/A checks															
Analyse data															
Draft summary report															

Resources

Staffing

The consultation will be resourced by a team comprising specialist engagement, analytical and transport planning staff.

The Councils Corporate Research and Intelligence Team will be engaged throughout the programme to assure consultation methods and analysis are rigorous, and comply with any relevant corporate or statutory standards.

Communication and publicity will be overseen by the Councils Media Team, to ensure that clear and public-facing messages are made available to the public and local media to encourage awareness and participation in the consultation.

Risk Assessment

- RISK: Unrepresented sample/results
 - Due to low response from more deprived populations, young people and people living in rural areas
 - Due to campaign groups who may skew results

MITIGATION:

- Reach out to broadest possible range of age groups, demographics and partners – see project communications plan

RISK: Legal challenge

MITIGATION:

- Follow Gunning Principles regarding consultation that have been challenged in many judicial reviews as detailed below
- **Formative Stage** - Consultation must take place when the proposal is still at an influential stage. You cannot consult on a decision that has already been made otherwise consultation is not only unfair but also pointless and a waste of time/resources. A council does not have to consult on all the options they have considered and can consult on one preferred option, however, have to inform respondents as such and inform of the reasoning's behind the decision.
- **Sufficient reasons** – Those being consulted should be made aware of the basis on which a proposal for consultation has been considered. It is important that you provide all relevant information that could influence the nature of the responses to allow for intelligent consideration. Areas where participants' views cannot influence the situation should be disclosed at the outset.
- **Timing** - Adequate time must be given for consideration and response. Formal consultation should be open for a minimum of 12 weeks and ideally should not be undertaken over holiday periods e.g. Christmas - you should not consult during election periods. Other survey work which is not statutory in nature (such as this consultation on supported bus services) should be open for between 4-12 weeks dependent on the topic and target audience.
- **The findings of the consultation must be thoroughly taken into account** - The decision maker must thoroughly consider the findings of the consultation otherwise they can be accused of already having made up their mind or failing to take into

account a relevant consideration of the results. An officer can summarise consultee responses as long as it is a fair representation and they note all relevant points of importance.

RISK: Various transport themed consultations running concurrently in early 2018

MITIGATION: Ensure various consultation are linked together through coordinated communications and ensuring staff attending LTP consultation drop-in events are able to answer questions regarding other consultations including: Transport for the North; SEMMMS; Crewe Masterplan etc.

Reporting, feedback and evaluation

Analysis Tools

- SPSS – quantitative analysis
- Excel – qualitative and quantitative analysis
- Interpris – qualitative analysis

Report

- Full length report required

Public communication

- Full length report promoted on CE Consultation web page
- Media release of key points and promoting link to the full results

Local Transport Plan

(2018 – 2023)

Draft for Public Consultation

Document control sheet

Version 01; September 2017

Project: Cheshire East LTP Refresh
 Client: Cheshire East Council
 Document title: Version 1 – Final for Public Consultation

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Approved by	NAME John Davies	As Project Manager I confirm that the above document(s) have been subjected to Jacobs' Check and Review procedure and that I approve them for issue	
		INITIALS JMD	
DATE	15/09/17 Document status: working draft for comment		

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Contents

1 Setting the Scene	7
1.1 Introduction	7
1.2 What is a Local Transport Plan?	7
1.3 The need for a new LTP	8
1.4 Progress and achievements	9
Our Vision	10
2.1 Developing the vision	10
2.2 The Corporate Plan	10
2.3 Quality of place	13
Developing the Local Transport Plan	14
3.1 Approach	14
3.2 "Daughter documents"	15
3.3 Process	16
3.4 Consultation process	17
3.5 Policy context	18
Connected at all scales	20
4.1 Connecting Neighbourhoods	20
4.2 Linking Towns	22
4.3 Cities and the Sub-Region	23
4.4 UK Connectivity	23
4.5 Global Gateways	25
4.6 Smart and Digital Connections	25
Defining the challenge	27
5.1 Supporting growth and economic strength through connectivity	27
5.2 Ensuring accessibility to services	30
5.3 Protecting and improving our environment	32
5.4 Promoting health, wellbeing and physical activity	34
5.5 Maintaining and managing our network assets	34
5.6 Improving organisational efficiency and effectiveness	36
How we will meet the challenge	38

6.1	Hierarchy of Provision	38
6.2	Delivering the vision	41
6.3	How we will decide what to do	47
6.4	Joined-up delivery	49
	Active and Smarter Travel	50
7.1	Smarter Choices	50
7.2	Walking	52
7.3	Cycling	55
7.4	Other vulnerable road users	61
7.5	Integration with other modes / land use	61
	Bus	64
8.1	Flexible Transport	65
	Rail	66
9.1	Introduction	66
9.2	Current Context	66
9.3	Existing Constraints	68
9.4	Existing Connections	69
9.5	Existing Franchise Position	70
9.6	Growth Trends	70
9.7	Priorities for Improvement	72
	Public Transport Information and Ticketing	76
10.1	Ticketing	76
10.2	Information	76
10.3	Facilities	77
10.4	Integration	78
	Roads	79
11.1	The importance of the highways network in Cheshire East	79
11.2	Road safety	86
11.3	Network management	89
11.4	Parking	93
11.5	Integration with other modes / land use	112
	Delivering for Cheshire East	114

12.1	Monitoring and evaluation	114
12.2	Borough wide actions	115
	Appendix 1 - Local Area Profiles	120
	Alsager	121
	Congleton	128
	Crewe	135
	Handforth	142
	Knutsford	151
	Macclesfield	158
	Middlewich	165
	Nantwich	171
	Poynton & Disley	178
	Rural Areas	186
	Sandbach	191
	Wilmslow	198

1 Setting the Scene

1.1 Introduction

This document is the second Local Transport Plan (LTP) to be developed by Cheshire East Council following the re-organisation of local government in Cheshire in April 2009.

The LTP seeks to build on past achievements; including those guided by the previous plan period whilst also responding to local, regional and national changes since the previous plan was published in 2011. This LTP aligns with the Council's Corporate Plan for 2016-2020 and the six outcomes it identifies are embedded at the heart of our vision for transport. To ensure the robustness of the LTP and its alignment with national policy it has been developed in accordance with the Department for Transport (DfT) document 'Guidance on Local Transport Plans', whilst also clearly reflecting local priorities. This includes ensuring that the five key goals for transport in the UK identified by the DfT have alignment with and will be contributed to by success against the Council's corporate outcomes.

The importance of transport is clear and well understood by the Council. An effective transport network supports sustainable communities which have access to services, opportunity, friends, and family. Whilst transport connectivity enables new development and urban regeneration which contributes to the delivery of much needed jobs and homes in the Borough supporting the Council's priority of jobs-led growth. The LTP also plays a role in promoting improved public health and safeguarding the environment by reducing the negative impacts of transport.

1.2 What is a Local Transport Plan?

This LTP is a strategic plan for the development of transport within Cheshire East over the period 2018-2023, outlining how transport will contribute to and support the longer-term aspirations of the Borough. The LTP will also detail planning a feasibility which is necessary during this period to effectively plan for long term programmes investment programmes to 2030 and beyond. The LTP will be supported by a series of topic-specific 'daughter documents' which will address detailed or technical issues relating to transport in Cheshire East.

The LTP will remain a live document and will therefore be subject to ongoing review and development. As new national and local policies, strategies and priorities emerge and new challenges are identified, the LTP suite of documents will be reviewed and updated as required. This reflects the fact that the LTP is a vital tool to help the Council work with stakeholders to strengthen its place shaping role and its delivery of services to the community. Allowing this document to remain live will enable the flexibility required to adapt to and capitalise upon new opportunities as they arise.

1.3 The need for a new LTP

The Transport Act 2000 introduced a statutory requirement for local transport authorities to produce a LTP every five years and to keep it under review. Following this the Transport Act 2008 updated statutory requirements to give local transport authorities more flexibility about how and when they updated their LTP. Local transport authorities are now free to replace their LTP as they see fit.

Cheshire East's LTP requires updating in part due to the substantial progress which has been made since the previous plan was published in 2011, including major investment in the Borough's transport network. In addition, the local, regional and national policy context has evolved with a new Local Plan for Cheshire East emerging and the government placing renewed emphasis on Local Economic Partnerships (LEPs) to drive economic growth. This creates opportunity to work alongside the Cheshire and Warrington LEP and in partnership with organisations such as Transport for the North, Rail North and the Midlands Engine to deliver for the Borough. Equally, major projects such as High Speed 2 (HS2) have the potential to deliver significant benefit to the Borough if supported locally and influenced nationally. There is also a need to respond to the growth in the Greater Manchester Spatial Strategy and, in parallel, consider the outcome of work on a 'refresh' of the South East Manchester Multi Modal Strategy.

Subsequently, there is now a need to update the LTP to provide an updated plan and vision which captures the Borough's priorities in the best interests of local residents and businesses. This will support:

- Cheshire East Council's refreshed corporate objectives and adoption of the principles of 'Quality of Place' as a key driver of strategy;
- Delivery of the new Local Plan which defines a forward looking spatial strategy for the Borough;
- 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 deliver the Strategic Economic Plan and the Industrial Strategy, and support this through LEP-wide strategies such as the Cheshire and Warrington Transport Strategy;
- 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 around bus regulation such as 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 which 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 and the Clean Growth strategy;
- Impacts on travel behaviour and opportunities regarding the wider adoption of smart technologies and infrastructure;
- The requirements for active lifestyles, accessibility and wellbeing of an aging population; and
- A need to support businesses in Cheshire East to promote sustainable transport and manage travel demands by car, thus reducing the pressures on the road network and parking.

1.4 Progress and achievements

The Council and its partners have been successful in delivering against the priorities in the previous LTP. This includes major transport investment guided by the previous LTP, including but not limited to:

- Crewe Green Link Road improvements;
- A556 Knutsford to Bowdon improvements;
- Shared Space Scheme, Fountain Place, Poynton
- M6 Junction 17 Sandbach improvements;
- A500 improvements adjacent to M6 Junction 16;
- Basford West Spine Road delivery;
- Rail services and station investment such as the Crewe Rail Exchange scheme; and
- Successfully securing substantial government funding for walking and cycling programmes and infrastructure through the Local Sustainable Transport Fund and the Sustainable Travel Transition Year.

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.

2 Our Vision

2.1 Developing the vision

The LTP has been developed in partnership with stakeholders informed by analysis of key evidence concerning transport issues and opportunities across the Borough. This process has fed into the development of the following Vision for transport:

Cheshire East's transport network will enable growth through improved connectivity, a better quality of life and enhanced quality of place

2.2 The Corporate Plan

The LTP will be guided by the Council's Corporate Plan¹ which identifies six outcomes all of which transport can make a significant contribution towards. This section identifies what transport success against each of the six outcomes identified below will look like.



¹ Cheshire East Council, *Corporate Plan 2016 - 2020*

2.2.1 Transport as a contributor to overall success

Below we identify what transport success against each of the Corporate Outcomes will look like:

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 the transport mode of their choice.

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.

2.3 Quality of place

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;
- Thriving rural areas;
- 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; and
- 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 every one of these priorities. The Council will identify opportunities for transport to contribute to wider objectives in an integrated way, including those relating to 'quality of place'.

3 Developing the Local Transport Plan

3.1 Approach

In order to ensure that the LTP reflects the diversity of Cheshire East whilst ensuring Borough wide consistency a two tier approach to the development of the LTP has been adopted. This approach ensures due consideration is given to local area issues and priorities, including through the participation of local stakeholders.

To achieve this a Borough wide strategy has been developed identifying the aims and challenges on a Borough wide scale. This has been supplemented by Local Area Profiles for key locations (two Principal Towns, nine Key Service Centres and our rural area) which have been developed as a means of both identifying and shaping local transport characteristics and priorities.

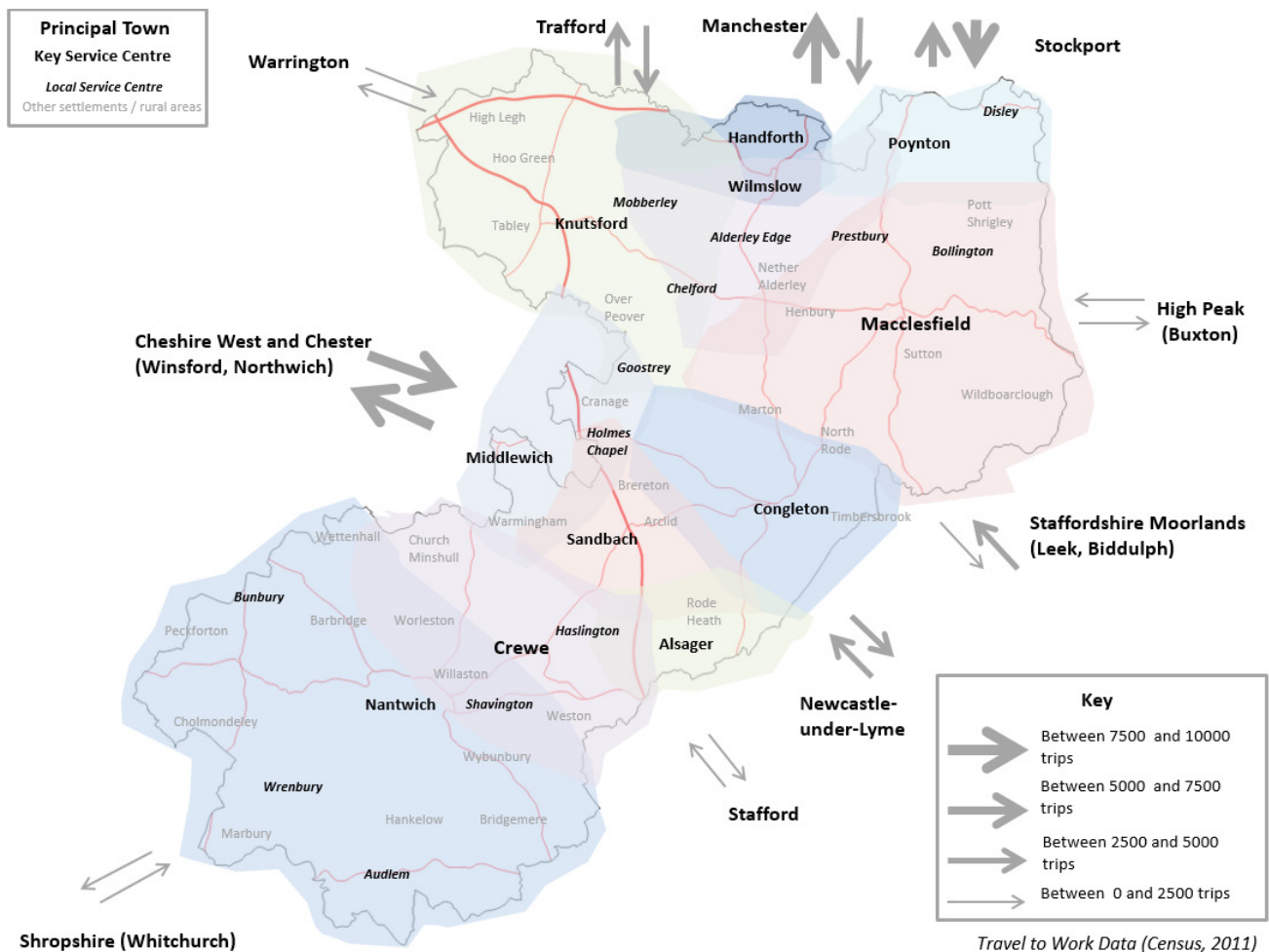
The Local Area Profiles give due consideration to the surrounding rural areas and smaller settlements which is vital given the importance of the Borough's rural population and economy. The selection of the eleven centres accords with other Council strategies (including the settlement hierarchy identified in the Local Plan) and is based on criteria around population, transport issues, opportunities for growth and future development. These eleven locations are identified below alongside their corresponding and overlapping areas of rural influence and travel to work flows.

- **Borough wide LTP** – The Borough wide LTP identifies the transport goals, challenges and actions for the Council and partners across Cheshire East.
- **Place based strategies** - The place based strategies identify how the issues and opportunities identified in the Borough wide strategy relate to specific geographic areas. They also set out the framework through which the process of identifying priority intervention options for delivery will be developed.

Place based strategies have been developed for Cheshire East's two Principal Towns, nine Key Service Centres and for our rural areas with each also providing specific focus on wider areas than the town itself including the surrounding hinterland and neighbouring settlements:

- **Rural area**
- **Principal Towns**
 - Crewe, and
 - Macclesfield.
- **Key Service Centres**
 - Alsager,

- Congleton,
- Handforth,
- Knutsford,
- Middlewich,
- Nantwich,
- Poynton,
- Sandbach, and
- Wilmslow.



3.2 "Daughter documents"

The transport priorities of the final LTP will be reflected in a series of technical, topic specific, "daughter documents". The scope of these documents will be separately determined for each,

but will consider the Council's approach to both statutory and non-statutory duties in the context of wider priorities.

The list of documents below is not exhaustive, but helps communicate the interconnection of these documents with the LTP and their importance:

- Sustainable Modes of Travel Strategy;
- South East Manchester Multi Modal Strategy Refresh (2018);
- Network Asset Management Plan;
- Rail Strategy;
- Parking Strategy;
- Public Rights of Way Improvement Plan;
- Cycling Strategy;
- Road Safety Strategy; and
- Place based strategies.

3.3 Process

In line with DfT guidance a six stage process will be undertaken to develop this LTP and supporting Place based strategies. Some of these stages have been completed as part of this document for the Borough wide LTP and some will be undertaken on a place specific basis as part of the development of the Place based strategies as identified below:

Borough wide LTP

- 1 **Identify challenges and develop vision:** production of a Baseline evidence report drawing together the evidence base for the development of the LTP and subsequent identification of transport challenges and vision.
- 2 **Develop the strategic response:** production of a Borough wide strategy highlighting the overarching goals and objectives for transport in Cheshire East.

Place based strategies

- 3 **Generate options to resolve these challenges:** through examination of the evidence base and detailed stakeholder engagement, including meetings with Town and Parish Councils options were identified.
- 4 **Appraisal of options:** the feasible policy options have been appraised and their likely effects predicted through stakeholder workshops, policy refinement and filtering.
- 5 **Select preferred options:** the strongest set of preferred policy options and priorities were identified as influenced by stakeholder input workshops, the evidence base and emerging draft strategy consultation feedback.
- 6 **Strategy delivery:** the preparation of an Implementation Plan which identifies priorities and delivery phasing.

The initial high level Vision document which informs the LTP was developed in line with the Council's Corporate Plan and following engagement with stakeholders. The process sought to identify genuine priorities for transport across a range of stakeholder and partnership opportunities - not only those projects that the Council has the potential to support financially. In many cases external funding from both the public and private sector will be required.

To inform the development of the LTP, data was gathered from a variety of sources to identify trends and issues in wider social, economic and environmental circumstances. Existing transport infrastructure and service performance has been assessed, and travel patterns analysed to build up a picture of current and future transport challenges, and how they relate to the wider outcomes which transport can either support or constrain.

3.4 Consultation process

Stakeholder consultation has been undertaken to inform production of the LTP through initial workshops (with stakeholders and Council Members) in mid to late 2017. In order to reflect the place based nature of this LTP meetings with representatives from the two Principal Towns (Crewe and Macclesfield) and nine Key Service Centres (Alsager, Congleton, Handforth, Knutsford, Middlewich, Nantwich, Poynton, Sandbach and Wilmslow) were also facilitated. These meetings (supplemented by analysis of existing town and parish plans) identified local issues and challenges, and enabled attendees to propose policy priorities.

Public and stakeholder views on the draft LTP will then be collated during the consultation period in early 2018 through a survey form (available in libraries and information centres, and on-line) and at consultation events (including presentations to town councils and public consultation events in various locations).

The Place based strategies will be developed following the Borough wide LTP consultation period and will be subject to public and Member consultation once available in draft.

3.4.1 Sustainability Appraisal Process

Government guidance and legislation relating to transport planning, requires that all new LTPs should be subject to:

- Strategic Environmental Assessment (SEA)
- Health Impact Assessment (HIA)
- Equality Impact Assessment (EqIA)
- Habitats Regulations Assessment (HRA)

A Sustainability Appraisal (SA) has been prepared in parallel with the draft LTP in order to inform its development. The SA documents each of the elements above and sets out how the LTP contributes to meeting environmental, health, equality, social and economic objectives.

3.5 Policy context

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 Council ensures that Cheshire East's transport system provides good connectivity for people and freight locally, regionally, nationally, and globally.

Cheshire East will not thrive in isolation. Likewise concentrating on transport in isolation will not ensure Cheshire East's success. 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 we can ensure that transport investment has an impact greater than the sum of its parts. This can be achieved by ensuring the LTP feeds in to local mode specific strategies and wider policy documents such as Neighbourhood Plans. This will ensure that investment is prioritised where it can bring the greatest holistic benefit.

The diagram adjacent shows the relationship between



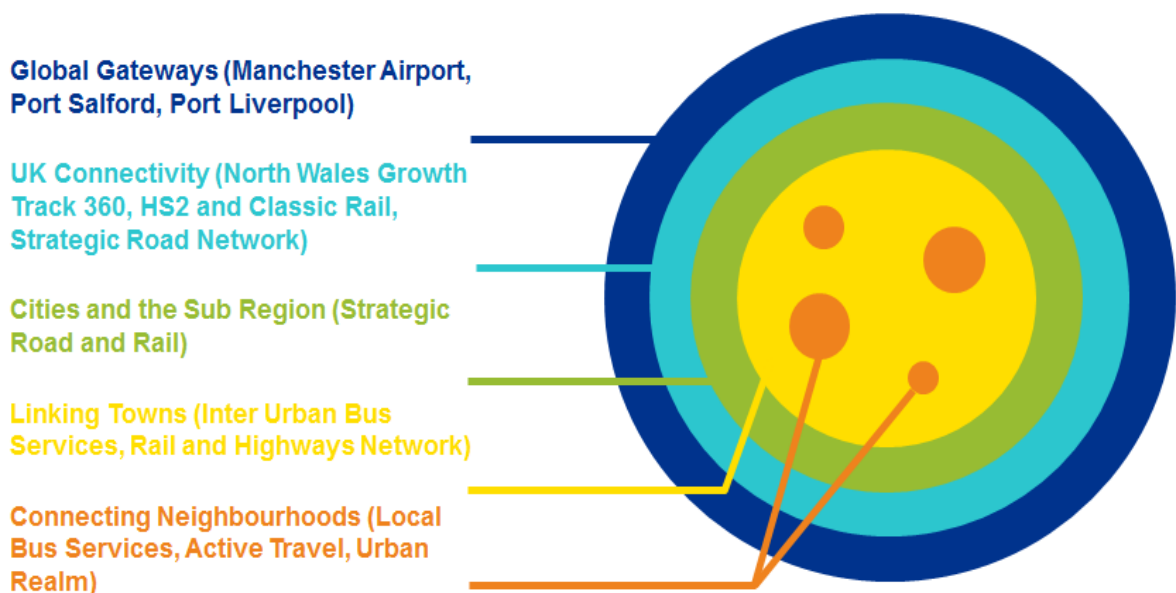
national, regional and local decision making bodies and policies. The Council will ensure that our policies clearly reflect local priorities whilst aligning with regional and national policies. Where appropriate we will also push for regional and national policies and organisations to reflect local priorities in the best interests of the Borough's residents, businesses and visitors.

4 Connected at all scales

Whilst the LTP is a local document focusing on Cheshire East it gives due consideration to the vital connectivity required at all spatial scales and interconnections with plans made at the local, regional, national and international levels.

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 extensive rural areas with successful rural, agricultural and non-land 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.



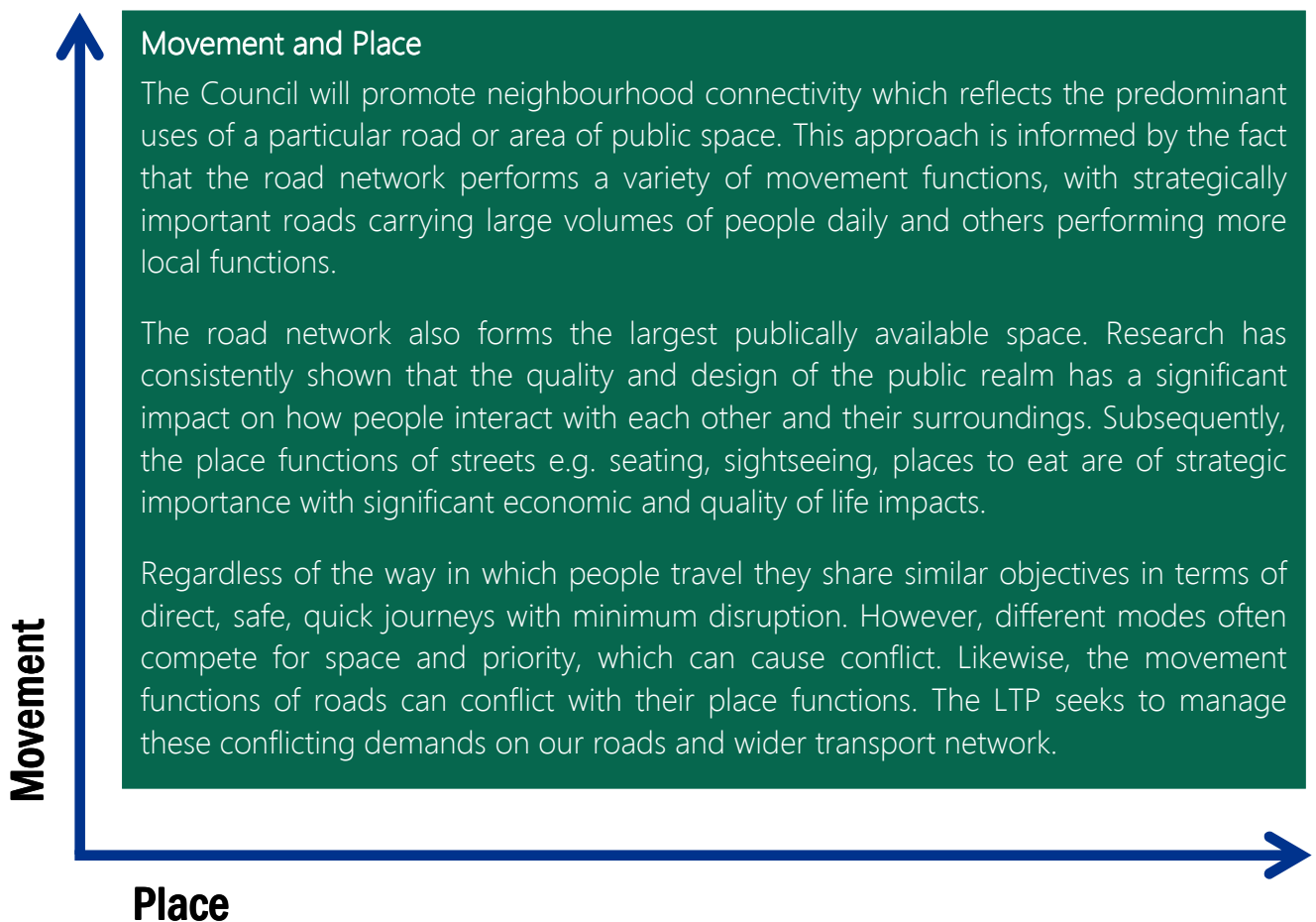
4.1 Connecting Neighbourhoods

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, community transport and rail).

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 delivering these benefits the LTP considers the needs of our rural communities which support over half of the Borough's population and supports 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. The Council faces financial challenges regarding funding supported bus services that must be addressed in order to function efficiently and effectively for our residents. As such, the LTP considers how the Council will respond to these challenges and utilise available resources in the most efficient manner. It also discusses 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'.



4.2 Linking Towns

Ensuring good connectivity to and between Cheshire East's Principal Towns and Key Service Centres is central to delivering on our plans for growth. The LTP identifies priorities 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 nationally². 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.

Improving rail connectivity between our principal towns and key service centres is a key priority. 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 and 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 requires 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.

Small and Medium Sized Cities and Large Towns

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 which boost inter-city connectivity. Local connections support strong employment markets within small and medium sized towns and sub-regional commuting flows. This demonstrates the importance of local investment in transport 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.

² IPPR (2016) *The role of small and medium sized towns and cities in growing the Northern Powerhouse*

4.3 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 corridors, and a 30-35% increase in demand through corridors such as Congleton, Middlewich, M53/M56, and Alderley Edge. Achieving this will require strong partnerships with the Cheshire and Warrington Local Enterprise Partnership, Transport for the North (including concerning the proposed Major Road 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 rail 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.

4.4 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 the potential to act as an engine for Northern growth. However, this will require the Borough to be fully integrated 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 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 the Borough's 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; and
- National hubs, markets, gateways and ports to be brought under the economically critical door-to-door travel time of one hour 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 connection in Crewe to provide excellent connections to London and numerous city regions. The LTP will aim to achieve this by integrating transport investment and provision across all scales.



4.5 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 annually³. 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 East. 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 Council supports 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 demand elsewhere in Cheshire⁴. 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.

4.6 Smart and Digital Connections

High quality digital connections are just as important as good transport connections. This is why the wider Connecting Cheshire Partnership is striving to meet our target of 99% fibre broadband coverage by the end of 2017 with an additional 96,000 premises reached by summer 2018. Improved communications and technology will continue to change how, why and when we travel through changing technologies such as driverless vehicles and also by making it easier to work from home or shop on the internet for example. Our medium and longer term planning must account for the potential impacts of technology such as increased numbers of electric vehicles and the potential for widespread adoption of driverless vehicles.

³ Manchester Airport (2016) *Sustainable Development Plan 2016: Economy and Surface Access*

⁴ Cheshire and Warrington 871 LEP (2016) *Sub-regional Transport Strategy*

Improvements in technology will also bring opportunity 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.

The transport network, including our roads and pavements forms a significant amount of the publically available space in the borough. As such we need to identify ways in which technology and innovation can help us to manage it better. Recent examples have shown the benefits that can be gained from 'greening' transport infrastructure e.g. through the development of living roofs on public transport interchanges which support flood water management, improved air quality and reduced urban heat island effects. There is also the opportunity for us to join up transport investment and technology installation to reduce costs and disruption; for example, we will continue to explore opportunities for ducting to be installed for telecommunications and other services at the same time as road schemes are being delivered. Maximising these opportunities could also extend to seeking to capitalise on opportunities to install innovative technology such as heat network infrastructure alongside new scheme delivery where viable. We will improve on the advance warning we give partners around our forward investment programme to support planning and coordination.

5 Defining the challenge

We face a number of challenges to achieving our vision for transport within the Borough and in turn against delivering against the Council's corporate objectives. The main transport challenges faced by the Borough have been identified through a review of key evidence and are summarised below, namely:

- Supporting growth and economic strength through connectivity
- Ensuring accessibility to services
- Protecting and improving our environment
- Promoting health, wellbeing and physical activity
- Maintaining and managing our network assets
- Improving organisational efficiency and effectiveness

The Corporate Outcome(s) which will be contributed to by addressing each challenge are also identified below against each challenge.

5.1 Supporting growth and economic strength through connectivity

Cheshire East makes an impressive economic contribution: its GVA is around £9.2bn⁵ (2012 estimate), which equates to 7.0% of the North West region's economic output, and is the 6th fastest growing economy in the UK. Whilst an internationally facing economy with strong foundations in advanced manufacturing, life sciences, digital and energy technologies, 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 head⁶.



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 and the government's UK Industrial Strategy are key elements in meeting Cheshire and Warrington Local Enterprise Partnership's ambition for a transformed economy. Strategic transport investment will be central to achieving these wider ambitions for Cheshire East as outlined below:

- Unlocking development sites – Improved transport connectivity enables 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

⁵ Cheshire East Council (2016) *Local Plan Strategy proposed Changes (2012 estimate)*

⁶ Cheshire and Warrington 871 LEP (2016) *Sub-regional Transport Strategy*

already congested in parts. Therefore, appropriate mitigation measures are required to ensure growth does not negatively impact connectivity.

The South East Manchester Multi-Modal Study refresh is important to help identify where investment will be needed to support growth in the borough and wider south Manchester. The Council is supportive of on-going work to develop traffic models of the north of the borough and south Manchester to inform where transport issues are likely to arise due to population growth and development, as planned by the Local Plan and the Greater Manchester Spatial Framework. It is important that the Council continues to work with neighbouring authorities, including Greater Manchester to ensure that plans are joined-up and cross boundary issues resolved.

- **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 jobs in the sub-region by 2040 and inject £10billion per year in to the local economy. There is also real potential for job creation in our rural areas as demonstrated by Alderley Park and Waters Corp and transport will play a role in ensuring that rural areas continue to offer opportunity for both land and non-land based businesses.

In order to unlock the ambitious growth planned for the sub region the transport network must be able to cater for up to a 35% increase on current demand for movement between key economic centres by 2040³. 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 this future growth, whilst simultaneously ensuring that 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 advanced engineering e.g. 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 across our smaller towns and rural communities.

An example of a location showing transport challenges but possessing real economic opportunity is the Science Corridor which has been identified as an Enterprise Zone by the Local Enterprise Partnership. There is a high degree of cross boundary travel between South Manchester, Stockport and Cheshire East in terms of commuting to employment sites in the Science Corridor. Subsequently, the relatively rural locations of key employment sites and limited integration of public transport modes has resulted in high levels of single occupancy car travel to these sites and operational issues for businesses including excessive demand for car parking. The Council will continue to work with partners to improve accessibility to the science Corridor.

The reason for this focus on improved connectivity is because 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.

A key challenge to achieving this will be ensuring that connectivity across the 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.

Attention is also required to support employment sites and business throughout our rural areas, in the Cheshire Science Corridor and on the edge of towns, which face many of the same accessibility issues. These businesses are critical to our future prosperity and diversification of the rural economy is important in order to encourage new jobs and innovation. Many of these have very specific transport needs and it is important to support them through improved connectivity and communications.

- **Supporting the UK Industrial Strategy** – Our approach to transport will support the development of local and national industrial strategy challenges to build a modern innovative economy through capitalising on digital technologies, clean growth, and in particular, opportunities for smart mobility. We need to ensure that the Borough is future-ready, attractive for investment, and is enabling the emergence of new and innovative approaches to mobility locally. Underpinned by strong digital infrastructure, the adoption of smart technologies has the potential to play a significant role in modernising our transport system so it is effective and efficient in meeting growing demands. Alongside

this we will need to reduce the carbon intensity of transport, supporting the development of electric and autonomous technologies, and mobility services, alongside offering traditional active and sustainable modes of travel.

- **Quality of place** – Providing attractive and vibrant built and natural environments will encourage inward investment through businesses and people choosing to live and work in Cheshire East. There is an opportunity to increase the visitor economy to a value of £1bn per year by 2020. 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.

5.2 Ensuring accessibility to services

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

and rural communities lie at the heart of the Borough, and their vitality and growth is essential for our prosperity. Indeed, the transport network plays a role in creating sustainable communities with access to vital facilities and services as well as friends and family. The transport network must support these everyday journeys and deliver not just in our larger towns but also for our smaller towns, villages, and rural communities.



Growth in accessible employment is good for Cheshire East because employment is good for peoples' health and wellbeing. 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 65⁷. 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 our ambition, we must ensure that transport supports:

⁷ Office for National Statistics (2015) *Healthy Life Expectancy at Birth for Upper Tier Local Authorities, England: 2011 to 2013*

- **Public transport accessibility** – Providing public transport accessibility for residents, especially those in rural locations, is a key challenge in the context of wider financial constraints and as a result of reduced budget availability 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 65⁸ and with the knowledge that the damaging impact of social isolation which can be as harmful to health as smoking fifteen cigarettes a day⁹. The Council will maximise the impact and efficiency of our public transport budgets and seek innovative ways to provide services in a cost effective way.

- **Accessibility to education and skills** - 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.

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 transport and there is an ambition for this number to increase. To achieve this increase parents must feel confident to let their children walk or cycle to school. The Council will promote policies and interventions which encourage journeys to be made on foot or by cycle where possible as a means of reducing congestion, increasing physical activity, and improving air quality. More information on how the Council will support children and young people to access schools and educational sites safely and sustainably will be provided in the forthcoming Sustainable Modes of Travel Strategy, which will be consulted on in due course.

The Council has a responsibility to provide home to school travel for children and young people under certain circumstances as directed by national legislation. The Council is committed to supporting access to school and education, however the way in which these services are provided and funded requires review as identified in the Council's Medium Term Financial Strategy 2017/20. A consultation on the Compulsory School Age Education Travel Policy has been undertaken and is being reviewed. The Council will work to explore a number of options to ensure most efficient travel assistance is provided and explore ways to provide greater cost effectiveness. This financial necessity will be linked to the stated ambition to get more children and young people to access schools by active means due to the large number of benefits which accrue.

⁸ Office of National Statistics (2016) *Mid-2015 Population Estimates. Release: MYE9AT1*

⁹ Holt-Lundstad et al (2015) *Loneliness and social isolation as risk factors for mortality: A meta-analytic review*

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 further integration of services to increase the sustainability, and efficiency of vital transport services such as home to school transport and local buses.

- **Accessibility for vulnerable people** – Those who are vulnerable for whatever reason need to be able to live fulfilling lives which are as independent as possible. Access to transport is a fundamental part of this. The Council will work with partners across the Borough as well with neighbouring authorities to offer improved transport choices to vulnerable people and their carers. This can be particularly challenging in some of our rural areas and we will work with communities to find the right solutions to support accessibility for all.
- **Rural accessibility** – Good accessibility is vital to ensuring that our rural areas continue to thrive economically and socially. Rural land-based and non-land based businesses require connections to labour, markets and suppliers whilst rural residents need access to jobs, services, friends and families. However, providing rural accessibility raises different issues than in towns and cities due to low population densities for example. Rural schools tend to have larger catchment areas making the provision of efficient transport more complicated whilst low population densities tend to make bus services more expensive and more likely to require financial support from the Council. The Council will explore innovative ways of ensuring rural connectivity, including supporting community organisations to provide transport services.

5.3 Protecting and improving our environment

The biggest contributor to air pollution within Cheshire East is road transport¹⁰. 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%.



The decarbonisation of the Borough is also critical to tackling the affordability and availability of energy to support growth and well-being. Although significant activity to decarbonise will be lead nationally, we have a role to play in aiming to minimise the carbon intensity of our growth ambitions through the adoption of new fuels, vehicles, smart technologies and encouraging active travel.

One way of alleviating transport impacts is by encouraging residents, businesses and visitors to utilise more sustainable and less polluting forms of transport such as walking, cycling, electric

¹⁰ Cheshire East Council, *What is air pollution?*

vehicles 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, increasing use of public transport and encouraging the use of low and zero emission technology e.g. electric vehicles as a means of supporting improvements to 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 and there are currently eighteen Air Quality Management Areas (AQMAs) where emissions, particularly of nitrogen dioxide, are considered to be in breach of guidelines. We will continue to monitor air quality and take action in accordance with the Council's Local Air Quality Strategy.

- **Carbon intensity** – Cheshire East has a higher than average per capita carbon emissions, at around 7.5 tonnes per person, which reflects the rural nature of the Borough. Due to Cheshire East being a predominantly rural area, a high proportion of trips are made by private transport methods, hence why public transport usage is relatively low compared to densely populated areas such as Greater Manchester, where there is a greater demand for public transport. The UK has already seen a 40% decrease in carbon emissions since 1990, and in line with the Climate Change Act we will see continued reductions though to 2050 when the economy will need to be almost totally decarbonised. Transport accounts for a significant amount of the reduction required and we will need to work with national and regional partners to ensure that we facilitate the introduction of low carbon technologies, make better use of the infrastructure that we already have where this is applicable, and encourage more sustainable modes of transport.
- **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 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 offer scope for improvement. Improving these connections through investment in green infrastructure will bring numerous quality of life and economic benefits. The Council will support innovative ways of connecting our urban and rural environments and utilising the transport network as a means of supporting tourism, regeneration, and improved quality of life. This is because high quality environments bring quality of life benefits, can encourage investment and can also provide direct traffic free transport corridors for walking and cycling.

5.4 Promoting health, wellbeing and physical activity

The transport network can play a key role in promoting health and physical activity. In the UK, physical inactivity causes around 37,000 preventable premature deaths amongst people aged 40 – 79 per year¹¹ and it is forecast that by 2030 around half of the UK's population could be obese¹². If current trends in Cheshire East, where a higher proportion of adults are overweight than nationally, are to be reversed then the Council must promote physical activity. Additionally, it is estimated that air pollution in Cheshire East results in 175 deaths per year¹³.

Outcome
5
People live well
and for longer

Increased participation in active transport can significantly improve wellbeing and community cohesion. Walking and cycling routes using well designed transport routes incorporating green spaces have been shown to increase the emotional wellbeing and resilience of those using them. There are additional benefits of more attractive communities and transport networks with associated reductions in crime and antisocial behaviour. Subsequently, we will work with partners across health, transport, and education to tackle these important issues and support:

- **Walking and cycling for local journeys** – The Cheshire East Cycling Strategy sets out an ambitious plan to double levels of cycling by 2026. This will be supported by the provision of high quality infrastructure, travel information and training which can encourage people to travel in more 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.

5.5 Maintaining and managing our network assets

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 transport network 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 Council works to deliver:

Outcome
1
Our local communities
are strong and
supportive

Outcome
2
Cheshire East has a
strong & resilient
economy

Outcome
6
A Responsible,
Effective & Efficient
Organisation

¹¹ Cycling UK (2016) *Cycling and Health*

¹² Swinburn, Boyd et al (2011) *The global obesity pandemic: shaped by global drivers and local environments*

¹³ Public Health England (2010) *Estimating Local Mortality Burdens associated with Particulate Air Pollution*

- **Effective asset management** - Transport infrastructure is expensive with the gross replacement value of all the Council's highway assets estimated at £5.68 billion¹⁴. This consists of over 2,670kms 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 our evidence led approach to transport asset maintenance.
- **Safety for all** - Our transport system must be safe, and be perceived to be safe so that everyone, especially vulnerable users 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 safer routes to school.

- **Transport resilience** - There is a broad scientific consensus that in the future we will see an increasing incidence of extreme weather events¹⁵. Ensuring the transport network is well maintained and resilient to these events and that their impact is minimised will be increasingly important. The Council will seek to ensure that our infrastructure continues to be secure.
- **Technological innovation** – Improvements in technology will provide opportunities to better manage our transport network and communication with the travelling public, including through the use of machine learning and big data. Making best use of digital connections and technological innovations will be important to the continued success of Cheshire East and we are exploring the very real opportunities available through our work around the Crewe Smart Region for example.
- **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 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

¹⁴ Cheshire East Council (2016) *Highway Asset Management Strategy*

¹⁵ Department for Transport (2014) *Transport Resilience Review*

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 the private sector, health, education, and planning to ensure an integrated approach.

5.6 Improving organisational efficiency and effectiveness

Cheshire East Council is responsible for over 500 services, with a population of over 370,000. Our annual turnover exceeds £700m and our resources are well-managed through our budgetary framework. Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure. The Council's Medium Term Financial Strategy 2017/20 and our budget setting process ensures that the Council invests in priority areas and maintains its financial health.



In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support the growth targeted for Cheshire East.

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 is the vehicle for this and informs our residents, businesses and partners of our priorities and vision for transport in Cheshire East.

To maintain value for money the Council needs to demonstrate how local services will continue to be affordable and to make changes to its approach where required. The Council has taken bold steps to significantly limit the burden on local taxpayers since becoming an all-purpose Council in 2009 and are aiming to become increasingly self-reliant from central government funding. Achieving self-reliance will be supported by creating economic growth in a way that efficiently spreads the cost of services. Transport will be central to supporting this growth.



One key way in which we can support delivery against the challenges identified above is through effective partnership working with neighbouring highway and planning authorities e.g. Greater Manchester, Cheshire West and Chester, The Potteries, Warrington to ensure a joined up approach. This partnership, in addition to our involvement in Transport for the North and the LEP will help manage the potential impact of their plans on our transport network.

6 How we will meet the challenge

In order to meet our objectives, we must have a clearly developed approach, as specified in this chapter. This will help guide the activities of the Council and partners and deliver the vision for transport.

6.1 Hierarchy of Provision

In order to improve efficiency and effectiveness the Council has identified a hierarchy of provision where our first priority will be the maintenance and improvement of our current assets; we will then seek to improve the ways in which transport services and infrastructure are delivered; before we seek to deliver new infrastructure. Success against each of these three core priorities will contribute to our vision for transport:



6.1.1 Priority one - Maintenance and asset management

There is little point investing in the delivery of new transport infrastructure without effectively maintaining the current transport network; including roads, footways, cycleways, shared use paths, bus stops, structures and necessary street furniture e.g. street lighting and signage. Furthermore, both planned and reactive maintenance as well as asset management is vital to ensure safe and efficient movement on the transport network. The Council's first priority will be to maintain and improve our existing transport assets where cost effective. However, it is likely that this will entail difficult decisions around prioritising maintenance budgets where they can bring most benefit to the Borough.

The Council invested an additional £30million improving the condition of Cheshire East's transport assets over the last three years through the Highway Investment Programme reaffirming our strategic commitment to maintenance and asset management. Furthermore, another £5million was invested in 2016-2017 in transport infrastructure improvements. This investment has led to an overall improvement in our transport assets, including over 500kms of road being treated since 2013 which has delivered a significant improvement in network condition together with an 83% reduction in potholes, a 72% reduction in third party claims and a 98% reduction in compensation pay-outs.

Utilising the Council's approved Asset Management led approach, maintenance investment will be allocated in line with member and resident priorities across all highway assets. Capital investment will be targeted to deliver maximum value by adopting the right treatment at the right time with an emphasis on preventative maintenance. Building on previous success the Council has committed to investing £10million per year for the next three years in the maintenance of the Borough's transport assets, including supporting our successful Highway Investment Programme which utilises innovative laser scanning technology to assess the condition of the highway and inform the identification and prioritisation of appropriate maintenance works. The Council will always seek innovation to reduce costs and deliver the best value to residents and businesses and will continue to do so; for example, by exploring ways in which more improvements can be made at the same time e.g. by installing ducting for high-speed broadband whilst delivering highway works. Another example of harnessing innovation is our focus on the opportunities presented by smart technology across the Borough.

6.1.2 Priority two - 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. Continuing this intelligence led delivery will require further integration between transport, health, land use planning, and economic development. Subsequently, the Council's second priority is to improve services and our delivery processes as a means of delivering increased efficiency and effectiveness across the Borough.

Another recent example of the Council making changes to service delivery to ensure organisational efficiency is the recent Supported Bus Service Review. The Council has identified significant savings in its supported bus budget to meet challenging budget targets required due to the fact that overall the Council is expecting to see cash reductions of almost £100 million for the three-year period 2017 to 2020 compared with the baseline budget for 2016/17. The focus of the bus review was on providing the greatest value for money for residents with some poorly used services costing over £5 of subsidy per passenger journey. This example shows how the Council is prepared to make difficult decisions when required to ensure cost effectiveness.

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 increasingly work with central government and train operating companies to influence the franchise specifications of rail services operating in Cheshire East to improve services. Indeed, the recent example of the Northern rail refranchise shows that significant improvements can be brought about by effective joined-up 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.

6.1.3 Priority three - Delivery of New Infrastructure

Once it has been established that an issue cannot be adequately resolved, nor an opportunity capitalised upon through improved asset management and maintenance, or service redesign and delivery then the Council will look to promote the delivery of new infrastructure to meet the identified need. This is because the provision of new infrastructure can provide enormous benefit to our visitors and residents but to ensure finance should only be invested in once alternative, often cheaper, option have been explored.

An example of where investment in new infrastructure has the potential to bring significant benefit to Cheshire East includes government plans for transformational national investment in rail services. 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; whilst improvement to the strategic road network will bring benefit to Cheshire East if supported locally. Whilst investment in new and improved road infrastructure in the Borough may be required 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. Subsequently, 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.

The examples above show the real benefits which infrastructure delivery can support. However, to ensure efficiency we will only look to deliver new infrastructure where similar benefit cannot be achieved through improved maintenance and asset management or service redesign and delivery.

6.2 Delivering the vision

The interventions and priorities identified in the LTP, delivered via the prioritised framework identified above will support the Borough to meet the transport challenges introduced and discussed in Chapter Three. Below we give a summarised overview of activity which will take place over the life of this strategy to meet these challenges.

6.2.1 Supporting growth and economic strength through connectivity

The importance of efficient connectivity to economic growth and success is well established. The Council will work with partners to ensure that the growth benefits of improved connectivity are maximised. The Council already works with a range of partners across both the public and private sectors to support the Borough's economic success and this will continue and increase over the life of this strategy. We will seek to contribute towards the implementation of the UK Industrial Strategy locally, in line with the Local Plan and wider corporate plan.

The council has identified that the success of certain locations of real economic importance to the Borough and the wider sub-region is being impacted by sub-optimum connectivity; our focus will be on working with partners, including businesses at these strategic locations e.g. the Science Corridor, town centres and Crewe Business Park to deliver improved transport efficiency. Specific actions will include focusing on improving multi-modal connectivity by delivering improved access on foot, by cycle and to the rail network. We will also explore ways in which vehicular access and parking can be improved to key strategic sites whilst seeking to minimise any adverse impact on the local highway network. An example of the work already underway is that undertaken by the Skills and Growth Company on behalf of the Council to examine transport challenges and opportunities along the Science Corridor. We will also explore how smart digital technologies can be trialled and implemented to make our networks more accessible, efficient and ready for future transport technologies and trends.

Supporting our businesses to succeed is also of vital importance for the long-term health and sustainability of the Borough. Businesses need seamless access to workers and materials if they are to compete nationally and internationally. The Council will work with partners, including the business community to improve accessibility in support of continued success. This will take the form of supporting employers to develop travel plans, tackling pinch-points and delay on the network and encouraging employees to travel in more efficient ways. In support of this agenda we have completed a strategic transport review with major employers in the north of the Borough which has resulted in consideration being given to bus timetables and services.

The Council will continue to work closely with the Cheshire and Warrington Local Enterprise Partnership (the LEP) to identify opportunities for and constraints to growth and to subsequently agree sub-regional priorities. Cheshire East has recently formally joined Transport for the North (TfN) and is currently working closely with TfN and constituent partners to shape the agenda and priorities for transport across the North. Working alongside TfN there is a real opportunity to shape strategic transport across the North whilst also working closely with national partners such as Network Rail and Highways England to ensure Cheshire East gets the investment needed to build upon previous economic success.

There is also a large role for improved local transport and public real to support economic growth as identified in the Council's priority to deliver "quality of place". The Council will work to ensure that future development brings benefits to neighbouring localities and that a joined-up approach is taken to the management of the transport network in support of economic success.

Action 6.1 – We will work with the LEP and other bodies e.g. TfN to agree sub-regional transport priorities

Action 6.2 – We will lobby central government and its agencies e.g. Highways England and Network Rail for investment that brings most benefit to Cheshire East

Action 6.3 – We will support the implementation of the UK Industrial Strategy locally including contributing towards meeting the grand challenges for clean growth, mobility, and a data driven economy.

6.2.2 Ensuring accessibility to services

The transport network supports all aspects of our daily lives, it therefore needs to support accessibility for our residents and visitors to economic opportunity, skills and training, shopping and utility destinations, leisure destinations, family and friends.

Our approach to supporting the home to school journey will promote sustainable travel, including walking and cycling where possible. This is because the journey to school represents an important opportunity to develop a sense of independence and to 'learn' mobility. Travel habits

are often formed at a young age; thus the choice of travel mode has broad implications for the future. Just as with any other groups, developing more sustainable alternatives to the use of the single occupancy car for home to school transport provides environmental and well-being benefits; including improved fitness, road safety skills and an increased sense of independence. Removing these trips from the road network where feasible also brings real benefits to other members of the travelling public as demonstrated by the difference in highway delay observed in school holidays. Our approach to supporting these journeys will be identified in the forthcoming Sustainable Modes of Travel to School Policy expected in 2018.

The Council has a duty to provide home to school / college travel for eligible children and young people in certain circumstances. The Council is currently updating our Home to School Travel Policy to ensure that we are meeting our statutory duties; with implementation of the new policy expected in 2018.

All residents need to be supported to achieve levels of connectivity which facilitate their daily lives. The Council understands that for vulnerable people in our communities assisted and accessible, door-to-door transport can be a lifeline. This is why the Council is seeking to achieve as much as it can on its own budgets and through working in partnership with others and this will continue. We also appreciate that access to transport and services can be more challenging for those in our rural areas and need to ensure we have the right transport options in both rural and urban areas for all.

One key way of supporting our aims above will be through ensuring that new residential development, as directed by our recently adopted Local Plan is delivered in such a manner to support efficient accessibility.

Action 6.4 – We will update our Sustainable Modes of Travel to School policy

Action 6.5 – We will seek to ensure that development delivered in line with the Local Plan is accessible by different transport modes

Action 6.6 – We will support activities which reduce the carbon intensity and resilience of our transport system.

6.2.3 Protecting and improving our environment

Transport has the potential to negatively impact the environment. In particular, reliance on the private car is linked to numerous environmental and health issues as a result of emissions. The Council undertakes annual reporting of air quality within the Borough following a process defined by government. In Cheshire East the main pollutant of concern is nitrogen dioxide as a result of emissions from road traffic. The Council's focus on promoting sustainable transport aims to reduce

reliance on the car which will deliver related environmental benefits. Likewise targeted investment in the transport network has the potential to deliver improved air quality and the Council will pursue these improvements wherever feasible.

One way in which transport can support environmental improvements is by supporting investment in, and the creation of green and blue infrastructure. By this we mean the green and blue spaces such as rivers, canals, parks which bring a wide range of benefits e.g. water storage, increased biodiversity, improved well-being and can also support active travel corridors. Improved blue and green infrastructure is just one way in which we are committed to Quality of Place.

Action 6.7 – We will review and update our Local Air Quality Strategy

Action 6.8 – We will support the delivery of green and blue infrastructure improvements

6.2.4 Carbon reduction

Encouraging more active modes of transport such as walking and cycling, reducing the need to travel and greater use of public transport can play a key role in reducing carbon emissions. Technological change and new technologies also offer opportunities to reduce the carbon intensity of the transport network. Further detail on these themes are provided in following sections of this strategy.

Transport networks, and their associated green infrastructure, can provide valuable ecosystems that can assist in the management of, and adaptation to climate change. This green infrastructure can provide carbon storage by trees; sustainable drainage and water conservation; cooling urban heat islands; and ecological connectivity. For example, linear transport features (such as canal towpaths, public rights of way, road verges, cycle routes and railway embankments) are well suited to enhancing wildlife connectivity across the countryside, as well as providing areas for carbon storage, enabling better water conservation, and in towns and cities, providing valuable cooling systems.

6.2.5 Promoting health, wellbeing and physical activity

The transport network has the capacity to improve the health and wellbeing of our residents and visitors by reducing emissions and their impacts on air quality and supporting increased levels of physical activity through the support and promotion of active transport for a greater number of journeys. Embracing the potential of the transport network as a tool for supporting improved public health is vital due to the large impacts air quality and physical inactivity can have on public health.

Increasing participation in both walking and cycling can improve both physical health and emotional health and wellbeing. Being active can help to reduce the number of people who are

overweight and obese and also reduce the risk of heart disease, lung disease, type 2 diabetes and cancer. There are also significant benefits to mental and emotional health and wellbeing, particularly when travel routes incorporate green spaces.

Through the Council's focus on active transport, as identified in the recent Cycling Strategy, the Council will support journeys to be made actively wherever possible through a combination of maintenance of active travel infrastructure, delivery of walking and cycling promotion and training as well as the delivery of targeted infrastructure. We will work with a range of partners, including those in Public Health to implement the Cycling Strategy and other active travel measures such as the high quality infrastructure promoted by the government through Local Cycling and Walking Investment Plans. The implementation of this kind of high-quality provision will support our commitment to Quality of Place.

Action 6.9 – We will support increased levels of active transport, including through delivery of the Cycle Strategy

6.2.6 Maintaining and managing our network assets

Our first priority in terms of supporting connectivity is the effective maintenance and management of our transport assets, as discussed earlier in this chapter. The Council has developed an Asset Management Policy that defines how the implementation of asset management will support CEC in delivering its corporate vision. The Highway Asset Management Strategy (HAMS) sets out how the Council will best manage the transport network taking into consideration customer needs, local priorities, asset condition and the best use of available resources through invest to save initiatives to realise the benefits of early intervention. This strategy will be used to inform priorities in the Business Planning Process and will be used to support the continuous improvement of our transport asset management by capturing the outcomes of using the optimum treatments or interventions over the whole life cycle of the different asset groups.

A good example of this intelligence led approach to asset maintenance is the Highway Investment Programme which is an investment programme informed by significant data on asset condition ensuring that greatest financial efficiency and effectiveness are achieved. This intelligence led approach to asset management and maintenance will continue with regards to all of the Borough's transport infrastructure. We will also have regard to embedding the need for increased resilience and adaptation into the management of our transport network. Where infrastructure is the responsibility of other organisations e.g. Network Rail (rail infrastructure), train operating companies (rail rolling stock) or Highways England (strategic road network) we will work with our partners to ensure a joined-up approach to maintenance in the best interests of our residents and visitors.

Action 6.10 – We will deliver our Highway Asset Management Strategy

Action 6.11 – We will work closely with partners to support maintenance of transport infrastructure which falls outside our remit

6.2.7 Improving organisational efficiency and effectiveness

Our resources are well-managed through our budgetary framework. However, despite our well managed finances there is a constant requirement to improve organisational efficiency and effectiveness, partially related to the fact that overall the Council is expecting to see cash reductions of almost £100 million for the three-year period 2017 to 2020 compared with the baseline budget for 2016/17.

The approach to prioritising investment and ensuring organisational and financial effectiveness is identified in the Council's Medium Term Financial Strategy. This identifies the priorities and budgetary allocations to different activities, some of the key activities identified in the strategy as they relate to our three priorities for transport delivery are identified below but these are not in any way exhaustive:

Maintenance and asset management

- Highway Maintenance - utilising the Councils approved Asset Management led approach, maintenance investment will be allocated in line with member and resident priorities across all highway assets including roads, footways, structures, and street furniture. Capital investment will be targeted to deliver maximum value by adopting the right treatment at the right time with an emphasis on preventative maintenance.

Service Redesign and Delivery

- Supported Bus Service Review – in order to ensure efficiency and effectiveness it is vital that limited resources are invested in those areas with the most critical need. The Council needs to make savings of £1.6million on its supported bus budget in order to meet challenging financial targets. The focus of the bus review is on providing the greatest value for money with some services presently costing over £5 of subsidy per passenger journey which is not an effective use of limited budgets. The review will ensure that greatest benefit is obtained from the budgets available for supported bus services.

Action 6.12 – We will deliver a redesign of the supported bus network in line with the 2017 Supported Bus Service Review

Delivery of New Infrastructure

- High Quality Infrastructure – the Council and partners will deliver an investment programme in major infrastructure projects such as the Connecting Cheshire Broadband scheme, the M6 Smart Motorway project, the Congleton Link Road, Macclesfield Movement Strategy, the Poynton Relief Road and the Middlewich Eastern Bypass.

Action 6.13 – We will deliver a major rolling infrastructure investment programme

- High Quality Town Centres – we will focus on securing investment in our key towns to create high quality places for residents, visitors and businesses which will include:

- A long term regeneration strategy for Crewe Town Centre which will stimulate investment and development in retail, culture, leisure, residential and employment facilities;
- Developing a strategy for the revitalisation of Macclesfield Town Centre; including, a capital investment programme to significantly enhance the quality of the public realm of the town centre with an ambition to enhance: the pedestrian experience, legibility, cycling experience; town centre character; quality of place and general visitor experience."
- Working with partners to create a hub station which will connect Crewe through High Speed rail and the classic rail network to key centres in the UK including London, Birmingham and Manchester;
- Through the Northern Gateway Partnership, which is an emerging economic partnership between seven local authorities and two Local Enterprise Partnerships we will deliver sustainable plan led growth in the Borough on the back of HS2 investment at Crewe;
- Delivering improvements and supporting the marketing of Middlewich town centre as well as pushing for the reopening of the rail station; and
- Investing in Congleton town centre's public realm and securing the future use of a key listed building.

Action 6.14 – We will support investment in quality of place and the creation of high quality town centres

6.3 How we will decide what to do

We will engage with our communities, businesses, stakeholders and central government and its agencies to identify issues which need addressing and subsequent relates interventions. Once we have identified potential areas of investment in line with our three-stage hierarchy described above we will complete a sifting process using an objective driven appraisal tool. The aim of this process is to ensure confidence in delivery phasing and that investment brings most benefit to Cheshire East through delivery of LTP priorities.

6.3.1 Stage One

Stage One in this sifting and appraisal process will entail the following Red/Amber/Green scoring; with any scheme or investment priority not scoring at least green or amber in all three categories sifted out and not included in Stage Two of the appraisal process:

Deliverability e.g. planning, timescale or third party issues	Feasibility e.g. physical constraint, land availability or design issues	Value for money: perceived value for money
Deliverable in Theory	Feasible in theory	Likely to deliver value for money
Deliverable but with Challenges	Feasible but with challenges	May deliver value for money
Very difficult to deliver	Significant challenges	Not likely to deliver value for money

6.3.2 Stage Two

Stage Two of the sifting and appraisal process involves scoring each intervention on a five-point scale against their expected benefit to each of the six transport challenges previously discussed, taking in to account contributing factors as shown below:

1. **Support growth and economic strength through connectivity**
 - a. Capitalise on opportunities, including through maximising value of funding from central government, the private sector and other sources
2. **Improve access to services**
 - a. In both rural and urban rural areas
 - b. Increase independence for younger/older/vulnerable people
3. **Protect and improve the built and natural environment**
 - a. Contribute to improved quality of place
 - b. Contribute to improved air quality and reduced carbon intensity
 - c. Reduces carbon intensity of the transport network
4. **Promote health, wellbeing and physical activity**
 - a. Prioritise sections of the population / locations most at risk of health inequality
5. **Improve the maintenance and management of the transport network**
 - a. Ensure alignment with Highway Asset Management Strategy
6. **Improve organisational efficiency and effectiveness**
 - a. Ensure investment demonstrates value for money

- b. Ensure programmes and interventions are evidence based, including through actively engaging local communities to understand their needs and priorities

6.3.3 Outputs

The outputs of Stage One and Two will be a list of potential interventions which are all considered feasible, deliverable and potentially offer value for money scored against their expected benefit to Cheshire East's six transport challenges. This list will inform the phasing of investment and delivery to ensure delivery on the LTP priorities. Records of any interventions sifted out in Stage One, along with the reasons why, will be kept to ensure that these can be appraised again in the future if the situation or evidence available changes.

6.4 Joined-up delivery

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, public 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. Subsequently, 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.

7 Active and Smarter Travel

Active travel such as walking and cycling, complementing an effective bus and rail network, should be at the heart of any transport strategy aiming to achieve a transport system which offers travel choice. The public health, environmental, economic and transport benefits of active travel have been consistently confirmed and many places are already benefiting from a larger share of walking and cycling. In line with the national governments cycling and walking investment strategy, the Council aims to “make cycling and walking the natural choice for shorter journeys, or as part of a larger journey.”¹⁶

Smarter travel means offering travel choices which are healthier, less expensive and with reduced environmental impact. Smarter choices, which cover a range of policy measures, can be a valuable toolkit in achieving this transition.

The following section will outline smarter choices measures initiated by the Council, such as travel planning, school travel planning, and promotion and engagement. Thereafter the current state, challenges and initiatives are assessed separately for walking and cycling. Finally, the integration of active travel with the other existing modes and its interplay with land use is addressed.

7.1 Smarter Choices

Smarter Choices are transport policy measures including promotion, marketing, information and training aimed at helping people to choose to reduce car use while enhancing the attractiveness of alternatives. Smarter choices include a variety of measures such as workplace and school travel plans, personalised travel planning, travel awareness campaigns and public transport information and marketing, as well as car clubs and car sharing schemes, working from home and teleconferencing. It has been shown that applying these policies and initiatives in a concerted way has the potential to reduce local traffic levels and there is therefore a role for them to play in the Borough’s transport strategy.

Promoting active travel and engaging with employers and employees, pupils and students as well as the public is a proven method of effectively influencing travel behaviours. Travel plans are also a key element in the promotion of more sustainable travel. A travel plan is a set of measures that are designed to help promote sustainable transport within a school, a business or a residential development, with the main aim of reducing travel by single occupancy vehicles. A successful travel plan will give anyone travelling to or from their place of work, education or home a choice of travel options and provide encouragement to use more sustainable methods. Effective travel plans often also include measures to manage parking on site.

¹⁶ Department for Transport (2017) Cycling and Walking Investment Strategy

In many cases, a travel plan will be required as a condition to planning permission. However, many schools and businesses choose to prepare their own plans, often in response to, but sometimes to pre-empt problems associated with congestion and parking.

In 2012, the Council received a £3.5m grant through the Local Sustainable Transport Funding (LSTF) for a three-year programme to promote and support sustainable travel. Through the LSTF, £120,000 was awarded to businesses to address accessibility barriers, including the provision of 329 cycle parking spaces.

Building on this success, Cheshire East secured £350,000 of funding from the Department for Transport's Sustainable Travel Transition Year (STTY) Grant to provide travel planning support for businesses in Crewe.

The program focuses on access to skills and employment, enabling active travel and targeted active travel promotion. This included 'Smarter Ways to Travel' business travel planning sessions, business grants to improve sustainable travel options for their employees, travel planning for businesses and education providers, targeted marketing of active travel through interventions in companies and education providers, as well as signage and wayfinding to South Cheshire College and University Technical College.

Travel Cheshire¹⁷, an online platform developed by the Council, offers a range of travel advice for all modes and personalised travel planning services. In order to support travel planning efforts by businesses and organisations in the Borough, the Council is developing a comprehensive toolkit for travel planning, funded through the Sustainable Travel Transition Year Grant, which will be made accessible online via the Travel Cheshire website in the future.

Cheshire East hosted stage 3 of the 2016 edition of the Tour of Britain, UK's largest cycling competition. The Tour of Britain attracted thousands of spectators from its start point in Congleton to the finish line in Knutsford. Such events help to promote cycling and active travel as recreational and everyday activity, with 59% of spectators stating that they were inspired to cycle more often following the event.

Action 7.1 - We will continue to support the promotion of smarter choices as a means of enabling leisure, commuter and business journeys to be made in more sustainable ways

Action 7.2 – We will continue to support employers, schools and other trip generators to develop, implement and monitor effective travel plans through our online resources and advice from officers where required

¹⁷ <http://www.travelcheshire.co.uk/>

7.1.1 School travel

Travel to and from school is of particular importance. Children are more vulnerable and exposed to the dangers of road traffic, accounting for 10.5% of all people killed or seriously injured (KSI) on Cheshire East's roads, with collisions with vehicles the most likely type of accident. Slightly below half of school attendees walk to school, whereas a third travel by car and about 15% travel by public transport, with levels of cycling remaining relatively low.

When comparing this against the national figures, Cheshire East has a higher percentage of children travelling to school by car. Indeed, research would indicate that levels of childhood inactivity is linked to increasing levels of obesity, leading to associated health problems. This highlights the need to foster sustainable modes of travel to school and improve walking and cycling infrastructure and journeys to and from schools.

We recognise that to achieve our targets there needs to be coordinated action by a wide range of stakeholders. School communities are best placed to identify the particular measures which will enable more sustainable journeys to their location. Schools will therefore be encouraged to update their School Travel Plans and implement appropriate measures. We will work alongside our delivery partners to provide a range of advice, resources and funding to support schools in updating and implementing School Travel Plans.

A Travel Plan is a document which sets out the measures and initiatives a school or college will use to reduce car journeys and promote other ways of getting to school in safer, healthier and more environmentally sustainable ways. School Travel Plans have an important role to play in promoting these alternatives. We will support Cheshire East schools to develop their own travel plans to help facilitate sustainable access to schools and these should be monitored on an ongoing basis, usually yearly or more frequently. As part of the effort to promote safer and more sustainable school travel, the Council has assessed home to school travel and transport needs and is now in the process of preparing a new Sustainable Modes of Travel Strategy.

Action 7.3 – We will support children and young people to access schools and education sites via sustainable modes wherever possible. Our approach to this will be identified in our forthcoming Sustainable Modes of Travel Strategy.

7.2 Walking

Between 2012 and 2015, walking has increased by 13% in Cheshire East, the highest increase in any local authority outside of London.¹⁸ This is very good news, as for short distances below 400 metres, walking is the ideal mode to access services, education and employment. It does not produce any emissions or any type of pollution, uses very little space, its speed allows for social interaction with other pedestrians and it is affordable for everyone, making it, together with

¹⁸ <http://www.bettertransport.org.uk/media/12-july-2016-walking-and-cycling-statistics-published>

cycling, the most sustainable way to travel in Cheshire East. Besides, walking has been shown to improve overall health and mental well-being by reducing the risk of cardiovascular disease and cancer while strengthening bones, joints, mood and mental health as well as boosting the immune system; thus we can say that walking supports people in the Borough to be happier, healthier and independent for longer.

In addition, walking is not only limited to utilitarian purposes such as trips to shops, doctor, work or school, but it is enjoyed by many for its own sake. Walking and hiking are important leisure and recreational activities in Cheshire East and therefore the existence of designated, maintained, safe and scenic walking trails and routes contributes to quality of place in the Borough and the local visitor economy.

7.2.1 Current Context

In 2015, people in the UK walked 22% of their trips, which accounted for 3% of the total distance travelled. Regarding travel to work, about one in ten residents in Cheshire indicated that they walked to work in 2011, a small increase of one percentage point compared to 9% in 2001 and equal to the national average.¹⁹

The existing network for pedestrians in Cheshire East comprises more than 1900 km of public footpath or bridleway as well as 22 long distance walking routes which either pass through or are entirely within Cheshire East with the most important asset for pedestrians being the highways network and associated footways.

People's satisfaction with the existing pavements and footpaths was rated at 51% in 2016, therefore below the national average of 55%. Satisfaction with rights of way was somewhat higher at 59%, in line with the 58% nationally.²⁰

7.2.2 Past Measures and Initiatives

During the previous LTP period, measures have been taken to improve footways and footpaths such as verge improvements, removal of litter, provision of lighting and seating, but also resurfacing and decluttering i.e. removal of barriers and obstacles. New routes have been provided and existing bits of infrastructure have been connected to allow for better pedestrian movements. Safe crossing points, dropped kerbs and wide pavements have been provided to improve perceived safety and increase accessibility for disabled people. Signs relaying destination, distance and time information for dedicated pedestrian routes have also been provided.

¹⁹ NTS 2015 and Census 2011

²⁰ NHT Survey 2016

Yet despite these efforts, issues with pedestrian infrastructure persist which need to be addressed. These include the provision and safety of crossing points, signage and wayfinding, pavement condition in urban areas, the width of footpaths and their proximity to motorised traffic, the lack of provision in rural areas as well as the perceived safety of pedestrians and accommodation of users with mobility impairments.

7.2.3 Priorities for Improvement

On the local level, walking policies are jointly delivered across the Rights of Way Improvement Plan (ROWIP)²¹ and the Local Transport Plan and their respective implementation plans.

Cheshire East benefits from an extensive public rights of way network with generally good provision for walkers. However, gaps continue to exist and for cyclists, horse riders and users with mobility impairments in particular, the network remains fragmented. Therefore, the priorities for improving the public rights of way network are to improve, upgrade and connect up the existing network by:

- Filling gaps in the existing network;
- Improving access opportunities for horse riders, cyclists and people with reduced mobility;
- Providing information and signs to inform use;
- Partnering with local businesses and the visitor economy to promote routes and trails; and
- Maintaining the network and improving surfacing.

The current ROWIP implementation plan for 2015 to 2019 puts forward ten interventions, including three upgrades and five improvements of existing footpaths and towpaths, and the development of two new off-road links. Likewise, the Council's latest Infrastructure Delivery Plan outlines seven walking infrastructure priorities; as well as the creation of new walking and cycling links in Middlewich and between Wilmslow and Manchester Airport.

Walking, just as cycling and horse riding, is a popular leisure activity not only for residents but also for many visitors coming to Cheshire East. Therefore, popular routes such as the Sandstone Trail and the Gritstone Trail, are to be supported and facilities for walkers and cyclists could benefit from further improvement. This would also support the local visitor economy. A particular beneficial investment are routes that serve a dual purpose as both everyday walking and cycling links for commuters and local residents while at the same time serving as recreational routes or trails.

Overall, the pedestrian network would benefit from

²¹ Cheshire East Council (2011) *Rights of Way Improvement Plan*, available at: <http://moderngov.cheshireeast.gov.uk/documents/s10142/14%20-%20ROWIP%20Appendix%201.pdf>

- Continuing highway footpath and public rights of way path improvement and surface maintenance;
- Removing access barriers for users with reduced mobility;
- Linking existing pieces of infrastructure and closing gaps in the network;
- Improving rural provision, in particular to and from trip attractors and areas of interest; and
- Providing safe pedestrian crossing points.

Action 7.4 – We will work to improve the quality of our footpaths and pavements, including through targeted investment as part of our asset led approach to highway maintenance

Action 7.5 – We will connect existing parts of the pedestrian network, close gaps and address safety concerns at identified hotspots

7.3 Cycling

Cheshire East's relatively compact settlements and mostly flat terrain lends itself to cycling as a low-cost, healthy, energy efficient and enjoyable way of travelling. Using the bike not only helps to easily achieve recommended levels of physical activity which many people throughout the Borough struggle to maintain, but also improves physical and mental health and reduces the probability of cardiovascular diseases and cancer.²²

Modal shift from car travel to cycling reduces local air pollution and lowers the carbon footprint of travel in Cheshire East, while also reducing levels of congestion²³ which currently affects both the local and strategic road network in the Borough. Each cycle journey that replaces a car trip benefits all residents, businesses and visitors to Cheshire East.

Considering the wide range of important benefits and the government target to double levels of cycling, the Council is committed to enable more people to cycle in safety, more often and with confidence for everyday and leisure journeys.

7.3.1 Current Context

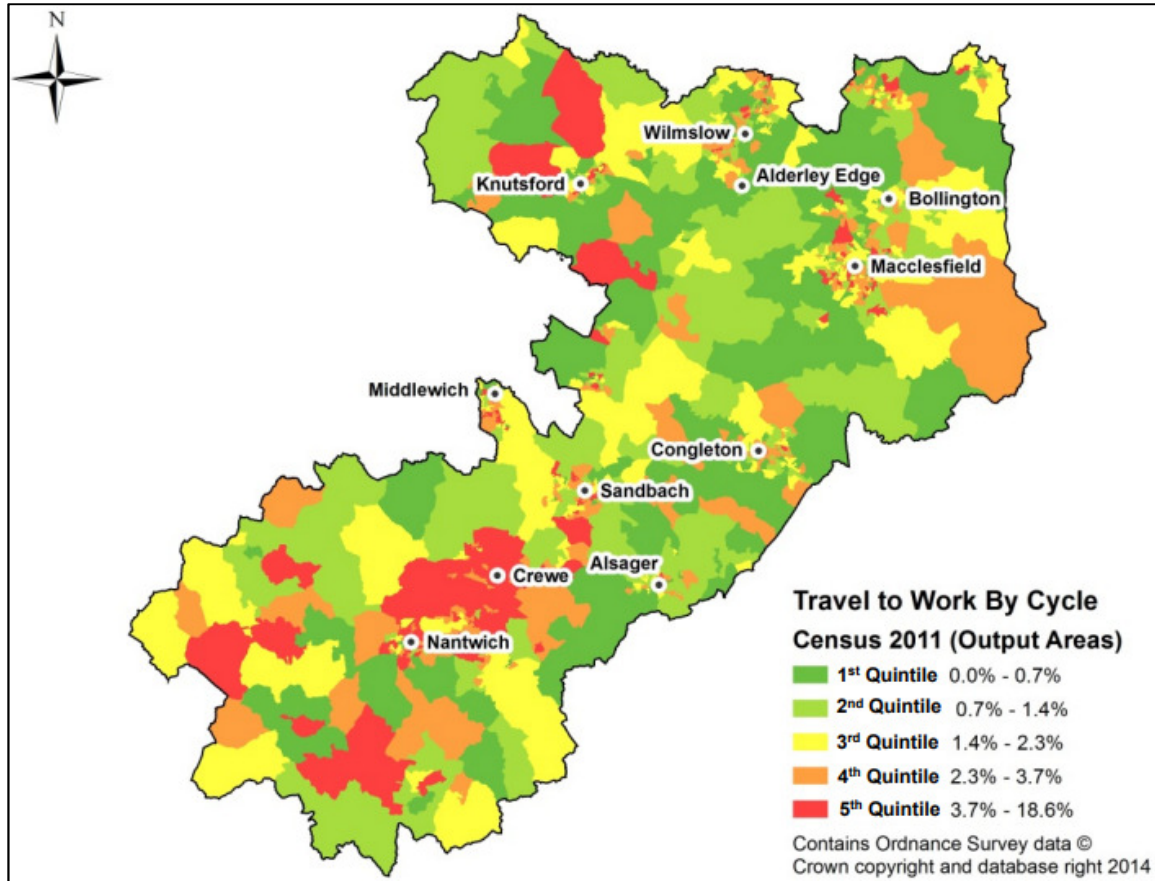
On a national level, cycling accounts for only 2% of overall trips and for a mere 1% of the total distance travelled. In Cheshire East, 3% of all commuters cycle to work, about the same as in England and Wales as a whole. However, this hides important local variation throughout the borough, as displayed in the figure. below. In fact, levels of cycling to work range from below 2% in Wilmslow and Congleton to more than 6% in Crewe.²⁴ On average, cycling to work is more

²² Oja et al (2011) Health benefits of cycling: a systematic review

²³ Crawford and Lovelace (2015) The benefits of getting England cycling

²⁴ Census 2011 QS701EW Method of travel to work

prevalent in built-up areas than in rural areas, reflecting shorter distances and existing infrastructure in the key service centres.



Travel to work by cycle (Lower Super Output Areas, Census 2011)

While utility cycling is in line with the national average, the latest available data indicates that the number of people cycling five times per week for leisure purposes is significantly higher than in England as a whole.²⁵

People's satisfaction with the cycle routes and facilities was rated at 48% in 2016, therefore below the national average of 52% and a 3% decline from 2015.²⁶ The provision of cycle routes where needed and location of cycle routes/lanes received the lowest scores, which were also rated worse than in England as a whole. In contrast cycle training, cycle facilities at work, condition of cycle routes and direction signing received better scores and were rated on the same level as the national average.

Based on user satisfaction, the provision of cycle routes stands out as an area with potential for improvement. According to stakeholder feedback, the lack of a coherent and consistent network

²⁵ Active People Survey 2014

²⁶ NHT Public Satisfaction Survey 2016

and perceived safety constitute major barriers to increased cycling levels. While on-road cycling is common, there is only a limited amount of segregated cycle lanes or off-road cycle routes in the Borough. Most of the local cycle infrastructure is concentrated in the key service centres of Crewe, Nantwich and Wilmslow.

7.3.2 Past Measures and Initiatives

The previous LTP aimed to provide appropriate highway improvements and off-road routes for cyclists, as well as junction improvements. Moreover, it sought to provide greater access to cycling facilities, to improve signage and to undertake surface and lighting improvements on existing links.

Several cycling projects have been successfully delivered in recent years, including conversions and extension of cycle paths in Crewe; the installation of cycle parking in Crewe, Alsager and Nantwich; accessibility improvements to Congleton town centre and railway station; improved links between existing routes (in Ettiley Heath) and the railway station (in Macclesfield) and the installation of cyclist counters. Young person and adult cycle training, ranging from learn to ride and bikeability level 1-3 training to bike maintenance, commuter confidence and cycle ride leader qualification has also been delivered throughout the Borough.

In March 2013 a major cycleway project linking Crewe and Nantwich was officially opened, providing a car-free route cycle route between the two towns. The scheme cost £1.6m and was funded by Sustrans' Connect2 programme, delivered by Cheshire East Highways and supported by a Big Lottery Fund grant. The project directly benefits Reaseheath College, Leighton Hospital and a number of major employers within the local area. Initial monitoring shows a 43% increase in cyclists, using the route, 60% increase in pedestrians delivering a very high benefit to cost ratio of 4.0.

7.3.3 Priorities for Improvement

The UK government published its Cycling and Walking Investment Strategy and technical guidance for local authorities on Local Cycling and Walking Infrastructure Plans in April 2017. The strategy presents the government's ambitions and actions planned to achieve them and provides guidance on the cycling infrastructure investment process. The strategy, together with the technical guidance for local authorities on Local Cycling and Walking Infrastructure Plans, inform and guide the Council's investment in cycling infrastructure.

Cheshire East Council adopted a Cycling Strategy in 2017 as part of the transport strategy framework. Driven by the vision to enable more people to cycle safely, more often and with confidence for everyday and leisure journeys, it sets out guidelines for future cycling investment for the 2017 – 2027 period. The main targets are to double the number of people cycling, to improve public perception of cycling and to increase leisure cycling within the Borough. The strategy's objectives to improve cycling are outlined below:

Objective 1	Create and maintain safe, attractive, cohesive, direct and adaptable networks and infrastructure
Objective 2	Ensure cycling is integrated with other transport modes, transport networks, the public realm and new developments
Objective 3	Ensure high quality facilities are in place to support people who cycle and that will attract people to live work in the area
Objective 4	Use targeted cycle promotion, education and training
Objective 5	Integrate and align policies, procedures and practices to encourage cycling
Objective 6	Provide residents, officers and organisations of Cheshire East the tools to deliver cycle-friendly infrastructure & initiatives

Objectives of the Cheshire East Cycling Strategy

A perceived lack of safety, together with the fragmented cycling network, are consistently identified as the main barriers to higher levels of cycling in the Borough. Building a cohesive and high quality network of cycle lanes and paths is therefore key to making cycling more attractive in Cheshire East. Delivering this cycle-friendly environment will rely on cycling infrastructure which is safe, attractive, cohesive, direct and adaptable.

The strategy will therefore support delivery of a network of key routes for cycling that link with existing local routes in order to connect residents and visitors to jobs, skills, schools, services and leisure opportunities. The envisaged network of strategic cycle routes is displayed in the figure below.



Strategic Cycle Routes in Cheshire East

The existing network of leisure routes is an essential asset to encourage leisure cycling and support the local visitor economy. These routes can also fulfil a double function as they do not only provide scenic leisure routes but also connect residential areas with workplaces and are therefore suitable for utilitarian cycling, too.

In order to make cycling the natural choice, cycling needs to be integrated with other modes, in particular public transport by bus and rail, but also with the wider transport network, which can – in the form of the major road network – represent a barrier to local cycling trips. Similarly, cycling and cyclists' needs ought to be considered when designing the public realm and new developments. Doing so will reduce barriers for cycling, create more seamless journeys and facilitate cycling as part of a longer, multi-modal journey.

The continued, targeted promotion of cycling in businesses, schools and communities and the provision of cycle education and training ought to complement the creation of high quality infrastructure. Together with the integration and alignment of policies, procedures and practices

to encourage cycling, this will ensure the most efficient use of existing infrastructure and resources for cycling in Cheshire East.

As laid out in the Cycling Strategy, Town Cycling Plans will be developed under the lead of local cycling groups, who possess in-depth knowledge of existing conditions and needs. Plans will illustrate existing routes and propose new local routes with the purpose of becoming adopted as part of the Neighbourhood Plan and provide guidance on future planning and infrastructure proposals. Moreover, cycle proofing training is being rolled out to ensure that cyclists' needs are fully considered as early as possible in the planning of new transport schemes and developments.

The delivery of major highway schemes can also provide opportunities for improved walking and cycling provision. This may take the form of improved provision delivered alongside as part of the scheme itself or creating opportunities for the Council and partners to take advantage of road space released by the delivery of major schemes to implement walking and cycling measures e.g. if a bypass reduces town centre traffic levels to allow sufficient capacity to support the delivery of segregated cycle ways.

In 2017, Cheshire East became the first local authority to formally support the Space for Cycling campaign promoted by Cycling UK by allocating 8.5% of its own local transport budget to active travel for the year 2017/18. For 2017/2018, funding for cycling infrastructure has been secured from diverse sources, including from the Local Growth Fund allocated to the Cheshire and Warrington LEP (share of £5m.), Local Growth Fund match funding by the council (£0.5m) and £0.6m secured from the DfT to fund Bikeability cycle training for children.

The 2015 to 2019 Rights of Way Improvement Plan Implementation Plan puts forward five measures relating to cycling infrastructure, including upgrades of footpaths and improvement of existing trails and bridleways. Likewise, the latest Infrastructure Delivery Plan features ten interventions aimed at cycling, including new links, the creation of shared spaces, improvements of existing leisure and utilitarian cycle paths and promotion of routes.

Doubling the number of people cycling, improving public perception of cycling and increasing leisure cycling are ambitious targets that will require dedicated and continuous efforts to improve the cycling network and cyclists' safety. But work is already underway to support achieving these ambitions, including the completion of the final stage of the cycle facilities along the A538 to create a route between Wilmslow and Manchester Airport, and the extension of the Leighton/North West Greenway linking to new developments in Leighton and Leighton Hospital.

Future capital investment will be guided by the vision for the strategic cycle routes defined in the cycle strategy and the priority routes identified by the Town Cycling Plans. Specific cycling infrastructure schemes will be put forward in each of the Place based strategies, based on the principles outlined in the cycle strategy and identified local needs and requirements.

Action 7.6 - We will continue to maintain and improve the existing cycling infrastructure and develop a network of strategic high quality cycle routes connecting the Borough

Action 7.7 – We will support the development of Town Cycling Plans and their integration in the Neighbourhood Plans for all towns and key service centres in the Borough

Action 7.8 – We will support the delivery of improved walking and cycling infrastructure as part of the delivery of other major transport schemes

Action 7.9 – We will seek to ensure that developments are planned in a sustainable way through the inclusion of active travel facilities and linkages

7.4 Other vulnerable road users

Equestrianism is a popular leisure activity throughout Cheshire East, as the rural character of the Borough lends itself to horse riding; with a number of promoted horse riding routes available.

Recent work to improve the number of available paths for horse riders was delivered as part of the Connect2 Crewe to Nantwich Greenway, which includes a section suitable for horse riding along Middlewich Road, and the creation of a new bridleway in the Carrs park in Wilmslow.

Our highway network and wider transport system must be suitable for all, including those with disabilities who may or may not be using mobility aids or vehicles as well as children and those with buggies etc.

Action 7.10 - We will maintain, improve and promote the paths available for leisure use, including horse riding

Action 7.11 – We will seek to ensure that the publically accessible highway and transport network supports accessibility for all and does not exclude anyone

7.5 Integration with other modes / land use

Walking and cycling trips often form part of a longer journey which includes different modes. The possibility to seamlessly change from one mode to another, such as to cycle from home to the rail station to then take the train and then walk from the station to work, increases the attractiveness of active travel, including improving the appeal of available routes and facilities effectively enables people to shift from the car to more sustainable ways of travel. Poor integration of modes thus constitutes a barrier for increased levels of active travel.

The integration of walking stands or falls with the accessibility for pedestrians of stations and stops, and with the quality, comfort and safety of footpaths.

To better integrate active travel with bus and rail transport, stations and stops need to be accessible and should cater for the particular needs and requirements of mobility-impaired pedestrians, including elderly, disabled and pushchair users.

The provision of secure and accessible cycle parking that provides a safe and weatherproof place to store bikes at trip end points such as bus stops, stations, interchanges, businesses, education providers, shopping and service centres, is key for the integration of cycling with walking, public transport and rail travel. Increasingly, the provision of charging infrastructure for e-bikes should also be considered as e-bikes can benefit many users through reducing the impediment of distance, gradient and physical limitations.

Often, leisure cycling, hiking, walking and horse riding goes in hand with a private vehicle ride from and back to home. Measures to promote the use of alternative modes to reach recreational areas should therefore be considered. An often neglected aspect of promoting sustainable leisure travel is encouraging accommodation providers to provide facilities and services for walkers and cyclists. The absence of station transfer services or secure cycle parking can discourage potential cyclists or walkers. Providing for these customers is also in the interest of the local visitor economy, as there is the potential to discourage these visitors through a lack of facilities.

For a range of popular attractions that are in some distance of the next interchange or rail station, such as Jodrell Bank or Tatton Park, cycle routes and footpaths linking these attractions with the nearest public transport hub would provide an incentive for choosing sustainable transport options and render routes more attractive and safer for those that already use them.

Rental bikes available at rail stations provide users with the choice of using a bike for their onward journey without the need to own a bike or to carry it on the train, significantly reducing barriers to cycling as part of multimodal trips. Bike & Go is currently operating such a scheme at both Knutsford and Wilmslow rail stations.

Major road schemes should not only provide high quality cycling and walking infrastructure as part of the scheme but traffic reduction on some roads resulting from such schemes also provide an opportunity to cater for walking and cycling on quieter and safer roads. With lower traffic flows enabling traffic calming measures, the creation of cycle lanes or improvement to foot and cycle paths, providing a safer and more attractive environment for active travel. Additionally, routes for walking and cycling should, where feasible, be more direct and seamless than the alternative car route, for instance by selectively closing roads for cars but enabling pedestrians and cyclists to use them as shortcuts.

As stated in the Local Plan, developments should take place where infrastructure for active travel is already existing or can be supplied. If not, developers will be encouraged to provide or support the creation of walking and cycling infrastructure connecting to and within sites. The provision of daily services, employment and education within walking or cycling distance encourages active travel and reduces the need for longer distance travel. With public transport stops and interchanges reachable by foot or bike, walking and cycling are also likely to be considered as part of longer, multimodal journeys. Together, this diminishes the demand for travel in the first place and reduces the need for car use.



Action 7.12 - We will continue to reduce barriers for multimodal active travel and improve the accessibility to and facilities at rail and bus stations for pedestrians and cyclists

Action 7.13 - We will facilitate the use of walking and cycling to access leisure destinations and for leisure trips

Action 7.14 – We will seek external funding from all sources to support active and sustainable travel interventions

8 Bus

Bus is the most significant means of local public transport serving Cheshire East, enabling a wide range of local trips to be completed safely, sustainably and cost-effectively. Bus networks in the Borough are provided by a mix of commercial, supported and specialist provision with the local authority responsible for coordination, information provision and integration. These tasks are delivered through our arms-length specialist transport company – Transport Service Solutions (TSS). Working closely with the range of private bus operators working in the Borough, the Council aims to ensure that local buses fulfil their maximum potential in meeting the transport needs of residents.

The Council has recently completed a thorough review of the local bus network serving Cheshire East, to inform proposals for changes to those local bus services that are supported (subsidised) by Cheshire East Council. Following on from this significant set of changes, there is a need to review and refresh to overall strategy for buses across the Borough.

Key objectives for an updated strategy for local buses include:

- Improving the whole journey experience for bus users through uplifting the provision and quality of stops, shelters, vehicles, passenger information and the range of fares a & season tickets. This can only be achieved through effective cooperation with the wider bus industry.
- Providing safe waiting facilities at bus stations and stops through maintenance and improvement programmes
- Providing reliable information to passengers to enable journey-planning, with information available both at stops and digitally before people start their journey.
- Working to improve the commercial viability of bus routes throughout the Borough, so as to minimise the requirement for public financial support.
- Improving the environmental credentials of bus travel by working with operators to see early adoption of more efficient, sustainable and alternatively-fuelled vehicles.
- Enhancing the cost-effectiveness of bus travel for passengers by encouraging the development of flexible, multi-operator season tickets – potentially through the roll-out of Smart Ticketing systems.

- Ensuring that punctuality and reliability are improved across the network, especially where there are persistent impacts of traffic congestion.
- Integrating the needs of local bus services into the development planning process and, where appropriate, securing financial contributions to the infrastructure and operation of buses to serve new developments.
- Working across boundaries with operators and neighbouring local authorities to ensure that bus routes reflect the journeys people wish to make to work, health care, education and leisure.

The Council will pursue these objectives through the development of a specific Local Bus Strategy under the framework defined in our updated Local Transport Plan. We will work in partnership with the commercial sector to seek shared outcomes, with all parties taking their role and responsibilities to strengthen the long-term future for buses in Cheshire East.

8.1 Flexible Transport

The Council recognises that traditional, schedule bus services may not meet the needs of all residents and communities in Cheshire East. Where bus services are not the best solution, it may be advantageous to consider flexible transport solutions.

The Council has provided a flexible transport service – branded Little Bus – for a number of years. This service provides a safety net for isolated communities or passengers with particular mobility needs. The service is regularly used by a relatively small but important group of users, who consider it is critical to meeting their local travel needs.

Following on from our review of supported local bus services, the Council intends to complete a thorough review of the current Little Bus services. The objectives of this review are, as follows;

- To maximise the impact of flexible transport for those communities in Cheshire East where “traditional” bus services are not available
- To make the services as flexible and responsive to users as possible,
- To consider options for flexible transport to provide greater certainty to users, especially occasional users, through some form of “shadow timetable”
- To minimise the operating costs of Little Bus to ensure its long-term financial sustainability.

9 Rail

9.1 Introduction

The Cheshire East area plays an important role in rail connectivity, with Crewe providing a nationally significant hub for connections on the West Coast Mainline with London, Birmingham, North Wales, Manchester, Liverpool and Scotland. The district also possesses access to inter-city services from Macclesfield and Wilmslow, and a number of inter-urban connections that are essential to the ongoing vitality of the economy.

9.2 Current Context

The rail market has seen huge growth in recent years with 1.69 billion passenger journeys being made in Great Britain in 2015-16, an increase of 129.8% since the railways were privatised in 1994²⁷. However, on a number of routes across northern England it is clear that demand remains suppressed by a lack of capacity (of track and available rolling stock) resulting in heavily loaded services during peak periods, allied to a poor perception of rolling stock quality on local routes. Within Cheshire East, the majority of rail connections between service centres operate at a frequency no greater than hourly, apart from key inter-city and local connections from Crewe, Wilmslow and Macclesfield on the West Coast Mainline.

It is recognised that investment is needed to support growth aspirations within Cheshire East, both to improve the quality and frequency of services. In the short to medium term, this relates to infrastructure improvements delivered by Network Rail, and service enhancements specified by the Department for Transport (DfT) and delivered by Train Operating Companies (TOCs) through the franchising process. In the longer term, opportunities exist to maximise the reach of the High Speed Rail Network, both through improved coherency with local services at Crewe, and released capacity for passengers and freight on the existing network elsewhere within the Borough.

²⁷ Office of Rail and Road (2016) *Passenger Rail Usage 2015-16 Q4 Statistical Release*

The existing rail connections are summarised below by franchise and route:

Franchise	Incumbent	Renewal Date	Route	Stations served	Intermediate Links	Frequency
Intercity West Coast	Virgin Trains	April 2018	London – Scotland / North Wales / Liverpool / Manchester	Crewe, Wilmslow	From Crewe: Warrington, Chester, Runcorn, Wigan Stockport (from Wilmslow and Crewe)	4 tph to London & 1 tph each to Scotland / Chester (N. Wales) / Manchester / Liverpool
			London – Manchester	Macclesfield	Stoke, Stockport	Hourly
West Midlands	Govia London Midland (until December 2017)	March 2026	London – Crewe	Alsager	Stafford, Stoke	Hourly
	Abellio West Midlands Trains Ltd.		Birmingham – Liverpool	Crewe	Wolverhampton, Stafford, Runcorn, Liverpool South Parkway (for John Lennon Airport)	Half Hourly
East Midlands	Stagecoach East Midlands Trains	March 2019	Derby – Crewe	Alsager	Stoke, Kidsgrove	Hourly
Crosscountry	Arriva Crosscountry	December 2019	Bournemouth - Manchester	Macclesfield	Birmingham, Wolverhampton, Stafford, Stoke, Stockport	Hourly
Wales & Borders	Arriva Trains Wales	October 2018	Crewe – Chester	Crewe		Hourly
			Cardiff - Manchester	Nantwich, Crewe, Wilmslow	Stockport, Shrewsbury	Hourly (2 hourly from Nantwich)
			Crewe – Shrewsbury	Nantwich, Wrenbury	Whitchurch	
Northern	Arriva Rail North	October 2025	"Mid-Cheshire Line" Chester – Manchester	Plumley, Knutsford, Mobberley, Ashley	Northwich, Altrincham, Stockport	Hourly
			Crewe – Manchester (via Airport)	Sandbach, Holmes Chapel, Alderley Edge, Wilmslow	Manchester Airport,	Hourly
			Crewe - Manchester	Sandbach, Holmes Chapel, Goostrey, Chelford, Alderley Edge, Wilmslow, Handforth	Stockport	Hourly
			Stoke – Manchester	Congleton, Macclesfield, Prestbury, Adlington, Poynton	Stockport	Hourly
			Buxton – Manchester	Disley, Middlewood	New Mills, Stockport	Hourly (2 hourly from Middlewood)

9.3 Existing Constraints

The existing rail network is predominantly of two-track configuration, which inherently limits the ability to successfully segregate fast and slow passenger services on the same corridor, and constrains the ability to accommodate growth areas for freight. The diagram below summarises the current track configuration within Cheshire East.

9.3.1 Number of Tracks



Crewe Station acts a regional hub for rail connectivity, providing interchange between local and long distance rail services. The convergence of a number of routes to the immediate north and south of the station serve to limit the resilience of the network through the necessity for movements across the layout, which in turn increases the hourly track occupancy. Delays occurring at Crewe can serve to import performance issues onto services across the WCML.

On mainline sections, the lack of segregation between intercity and local services limits the ability to provide additional paths for local stopping services and freight. Strategic east-west freight flows (such as Port of Liverpool to Drax) use more circuitous alternative routes through Cheshire East, where permitted by gauge clearance.

Elsewhere within the Borough, there are physical constraints that limit opportunities to introduce or intensify service provision without physical improvement to track capacity (on single track sections), junctions and line speed, notably at the following locations:

- The Mid-Cheshire Line between Chester & Manchester;
- The Crewe – Stoke – Derby line; and
- The Crewe – Sandbach – Middlewich – Northwich line (currently freight only).

Action 9.1 – We will lobby for investment in rail infrastructure where it will unlock opportunities for improved rail services within the Borough

9.4 Existing Connections

The direct connections between the two Principal Towns and nine Key Service Centres of Cheshire East are summarised for Monday – Saturday (including peak) and Sundays within the figures below. The geography of the existing rail network limits the ability to make direct journeys between the Principal towns of Crewe and Macclesfield, as they are on parallel branches of the West Coast Mainline; both routes provide connections to Manchester and Stockport. The most consistent service pattern within Cheshire East is between Crewe and Wilmslow (4tph); however, outside the peaks, links between Key Service Centres (apart from Crewe – Sandbach) services do not exceed an hourly frequency, and many links are only possible with an interchange at Crewe, or outside the Borough (such as Cheadle Hulme). Middlewich is the only key service centre without an existing rail service.

Direct Weekday Rail Services

CREWE	MACCLESFIELD	Alsager	Congleton	Handforth	Knutsford	Middlewich	Nantwich	Poynton	Sandbach	Wilmslow
2		1 (2)								
1										
1										
1 (2)										
2 (3)										
4										

1 Direct Rail Link / Per hour (peak)
 No direct Rail Links
 Not currently served by rail

Daily Sunday Rail Services

CREWE	MACCLESFIELD	Alsager	Congleton	Handforth	Knutsford	Middlewich	Nantwich	Poynton	Sandbach	Wilmslow
22		5								
5										
6										
4			5							
6				5						
17				6				4		6

1 Sunday Services per day
 No direct Rail Links
 Not currently served by rail

9.5 Existing Franchise Position

The Council recognises the importance of influencing the franchising process in order to achieve the best possible service provision for users and maximum investment into the local rail network. The Council (as part of Cheshire & Potteries) are members of the Rail North Partnership, who jointly specified the new “Northern” and “Transpennine” franchises with DfT. This relationship will also be important in making representation on franchises that are notionally controlled in other regions, but have a direct bearing on service provision within the district, notably East Midlands and Wales & Borders. The importance of working with sub-regional partners and stakeholders is recognised, as well as the role of Community Rail Partnerships and local user groups in understanding local needs and developing grassroots initiatives.

In Cheshire East, the Northern Franchise will deliver the following direct benefits to rolling stock and service provision from late 2018 onwards:

- The delivery of 281 new carriages (as 2,3 and 4 carriage formations) from late 2018;
- The removal of all existing “Pacer” trains by the end of 2019;
- The provision of an additional hourly (Mon-Sat) service between Greenbank and Manchester Piccadilly, resulting in 2 trains per hour (tph) from Knutsford alongside the existing Chester – Northwich – Manchester service. Introduction of an hourly Sunday service across the full route;
- The provision of an additional hourly (Mon-Sat) service between Macclesfield and Manchester, supplementing the existing hourly Crosscountry, Virgin, and Northern services, and resulting in 2 tph from Poynton. Provision of an hourly Sunday service between Stoke and Manchester, calling at all stations; and
- The provision of an additional service (resulting in 2 tph) and faster journey times between New Mills Newtown and Manchester, serving Disley.

From 1 April 2019, the InterCity West Coast franchise will be replaced with a new franchise in combination with HS2: The West Coast Partnership rail franchise (WCP). This franchise will begin in April 2019 and will design and run the initial HS2 services across the country from 2026. The winning bidder will also deliver the transition of the timetable on the West Coast Main Line as it is revised to take advantage of the extra capacity provided by HS2.

Action 9.2 – We will continue to work with partners at the sub-regional and national level to influence the specification of rail franchises in the best interests of the Borough

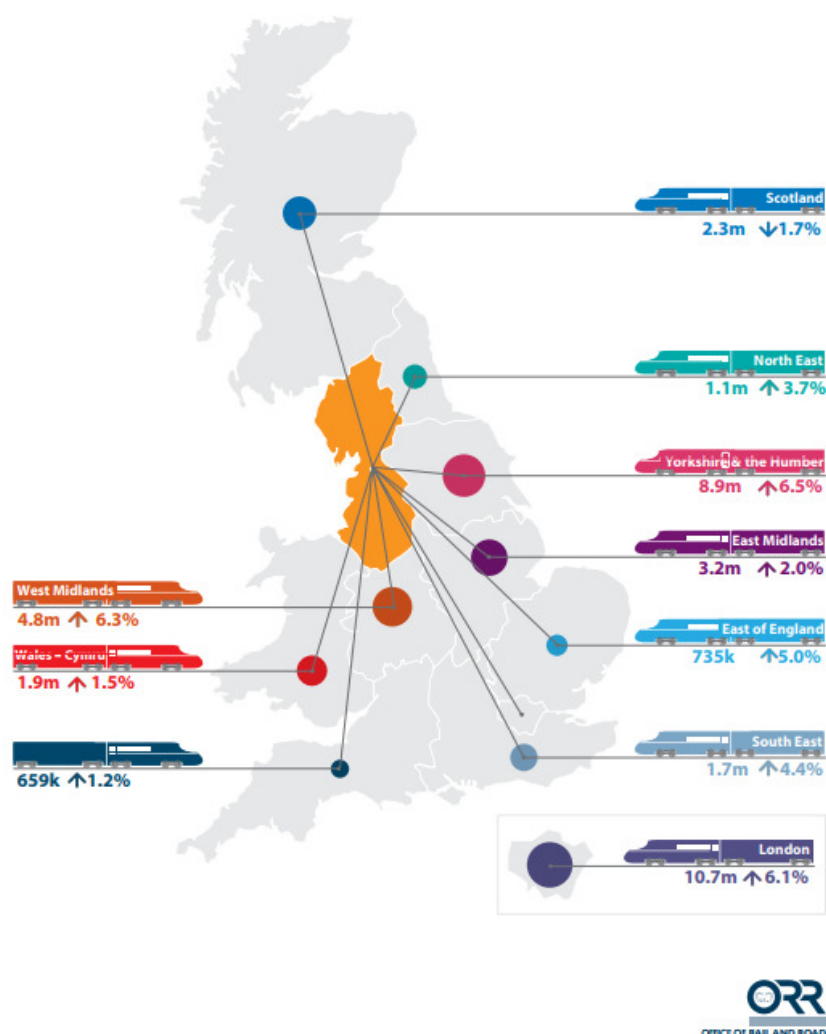
9.6 Growth Trends

9.6.1 Passenger Growth

Patronage figures obtained from the Office of Rail and Road (ORR) indicate a trend of rising demand for rail travel in the North West. In 2015/16 a total of 36 million rail journeys were made

to/from the North West, an increase of 2 million against the previous year (2014/15), and 92 million rail journeys were made within the North West, an increase of 1 million²⁸. With regard to strategic connections, there was significant growth in movement with the key markets of London (6.1%); the West Midlands (6.3%); and Yorkshire and the Humber (6.5%), as demonstrated by the figure below. This rising trend has placed further limitations upon the ability of existing rolling stock to accommodate demand, notably on peak time commuter services into major cities from districts such as Cheshire East.

North West rail passenger growth from 2014/15 - 2015/16



9.6.2 Station Usage

The National Rail network is accessible from 22 railway stations across Cheshire East. The number of passengers carried by rail services serving Cheshire East continues to show strong growth, though it is noted that growth in certain instances has been limited by the availability and

²⁸ Office of Road and Rail (2017) *Regional Rail Usage*

capacity of services, especially at stations where there is currently an hourly frequency. A comparison of Passenger Footfall data (ORR) between 2012/13 and 2015/16 at stations relating to the two Principal towns and nine Key Service Centres shows an increase in passenger numbers by at least 11%: Crewe and Alsager have increased by 16%; Macclesfield and Wilmslow by over 20%; Nantwich by 30%; and, Sandbach by 40%²⁹. The top five busiest stations in Cheshire East are Crewe, Macclesfield, Wilmslow, Knutsford and Congleton.

Two stations that have demonstrated progressive growth within the top five will benefit from additional service provision as a result of the new Northern franchise, with an additional service every hour at Macclesfield (to Manchester); Knutsford (between Greenbank and Manchester). Additional growth opportunities will also be presented by new services in each hour at Poynton (Macclesfield to Manchester) and Disley (New Mills to Manchester).

Action 9.3 – We will work to support additional rail services in the Borough where they will bring most benefit

9.7 Priorities for Improvement

The Council will focus on specific improvements that are necessary to deliver better rail services within the district, and meet aspirations for growth over the next 30 years. Research has highlighted the importance of small and medium sized cities and large towns, the role of which is too often overlooked nationally³⁰. As such, improving rail connectivity between the Principal Towns and Key Service Centres must be a priority.

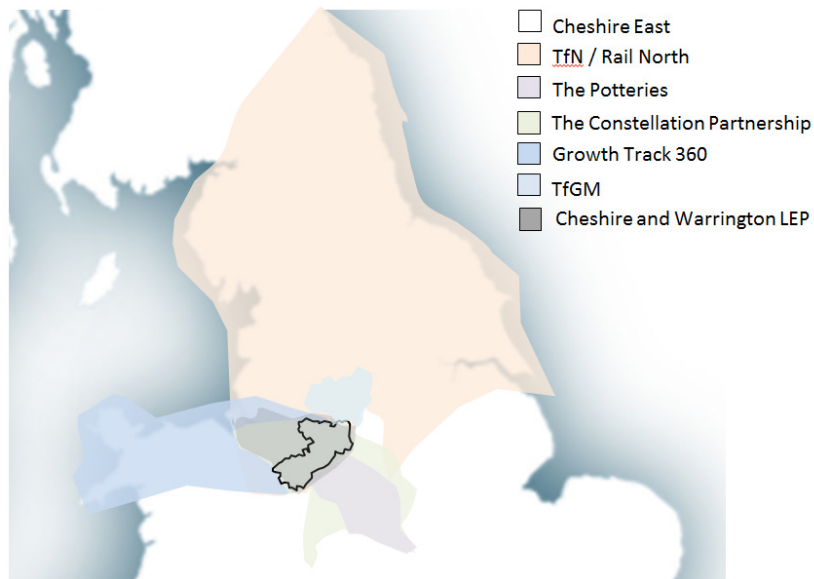
Collaboration will be required with the DfT to maximise the benefit to be accrued from the delivery of nationally significant infrastructure such as HS2, and with TfN (incorporating Rail North) for the delivery of complementary interventions on the surrounding “classic” network, both from the perspective of reutilising released capacity, and improving overall coherency and interchange opportunities. The interface with Welsh Government and Midlands Connect will also be critical in understanding how mutual aspirations can be achieved through better cross-border travel opportunities.

Action 9.4 – We will work with partners to renew and improve rail stations and facilities, including at Macclesfield

²⁹ Office of Rail and Road (2016) *Passenger Rail Usage 2015-16 Q4 Statistical Release*

³⁰ IPPR (2016) *The role of small and medium sized towns and cities in growing the Northern Powerhouse*

Regional Influences on Rail



9.7.1 National Passenger Growth

The delivery of High Speed 2 to Crewe will have a major influence on the economic progress of the district over the next 30 years, particularly the realisation of the Constellation Partnership growth strategy for north Crewe and beyond, and the forecasts for additional development that are incumbent within it. Phase 1 of the scheme (London to Birmingham) received royal ascent in February 2017, and the Hybrid Bill for Phase 2A as far as Crewe is currently going through Parliament.

The HS2 Hub has the ability to transform Crewe through attracting investment and growth in the region. Current plans are for two trains per hour to stop at Crewe, however, there is potential for this to increase which would release additional benefits of HS2 coming through Crewe and growth for the regional and local economy. As part of the Phase 2a Hybrid Bill, the government have committed to a new island platform at Crewe Station (platform 12), which will free capacity on the other tracks and platforms, facilitating HS2 services stopping at Crewe whilst maintaining existing services.

The Council are undertaking work on the Crewe Masterplan, which sets out growth and development ambitions for the future. It plans for the future of the town, setting out where investment and opportunities are for growth. This will be consulted on post HS2 consultations, towards the end of 2018.

Action 9.5 – We will work to achieve maximum Borough wide benefit from HS2 whilst achieving mitigation measures to minimise negative impacts on residents

Action 9.6 – We will use HS2 as an opportunity to drive substantial investment and improvement in Crewe, including through the development of the Crewe Masterplan

9.7.2 Regional Passenger Growth

In order to enhance the success of HS2 hub and maximise benefits of the project in Cheshire East, rail improvements are fundamental across the sub-regional rail network, increasing connectivity to adjacent destinations within the North West such as Liverpool, Chester and Warrington. Services on the classic network need to be robust, with the relevant service frequency and journey times in order to improve the ease by which passengers can access HS2 services at Crewe. Investment will be required in order to bring forward any works that may be required in order to improve this connectivity, and should avoid any deprecation of existing connecting services that may result from the delivery of works to accommodate HS2. As detailed above, HS2 will be a component of discussions not only for the West Coast franchise, but also for franchises that have an interface at Crewe, notably East Midlands (to Stoke and Derby); and Wales and Borders (to Cardiff, Chester, and Manchester).

Noting the symbiotic labour markets that exist across the Welsh Border, and the significant volumes of commuters that travel into Cheshire East from North Wales, the Growth track 360 Strategy was launched in 2016 by the Mersey Dee Alliance. It has the complementary aim of securing £1bn of rail improvements to transform the Cheshire and North Wales economy, linked to the delivery of an additional 70,000 jobs over 20 years. It aims specifically to maximise the benefits of interface with HS2, including electrification of the line from Crewe to North Wales, and identifies the need for investment in rolling stock to improve the quality of trains and train services.

Action 9.7 – We will work to ensure that HS2 does not detrimentally impact conventional services linking to the Borough

Action 9.8 – We will support delivery of Growth Track 360

9.7.3 Local Passenger Growth

As plans for the Crewe Hub station are developed, sufficient capacity and flexibility should be included to enable full realisation of the wider aspirations and benefits to Cheshire East. Revision of West Coast Mainline services post HS2 offer opportunities to develop new local service patterns.

The railway line through Middlewich is currently used solely for freight. Re-opening the Northwich to Sandbach line for passenger services would increase travel choice, improve accessibility and enable sustainable growth in Middlewich. An area of land has been safeguarded to explore the potential delivery of a new station. Network Rail have a long term plan which has identified the

need for an additional service to be delivered post-delivery of HS2, which may serve the mid-Cheshire towns amongst other places along this route.

The section of the railway between Crewe and Alsager requires investment; double tracking this section of railway would enable service increases on the Crewe to Derby line. The current hourly service does not meet existing need. Upon completion of HS2 in 2033, the Crewe to Derby railway line will be in a unique position to link the two sections of the HS2 'Y' network. The route will join up key economic centres across the midlands; the HS2 hubs at both Toton and Crewe amplify the importance of this railway. The route provides significant inter-regional east-west movement potential linking the main towns and cities in the midlands and North West.

Action 9.9 – We will work with partners with the aim of reopening the Northwich to Sandbach rail line to passenger traffic

Action 9.10 – We will work with partners with the aim of double tracking the section of line between Crewe and Alsager

9.7.4 Rail Freight Growth

Rail freight is a successful aspect of the UK rail network, with over £2bn invested in the rail network by rail freight operators; supporting growth of over 70% in the last 20 years. The Council is supportive of rail freight in its role to reduce the number of HGVs on the roads.

The freight sector has an opportunity to capitalise on capacity freed by HS2, as a means to accommodate projected growth on the West Coast Mainline, notably between Crewe and Warrington. The port of Warrington is aiming for growth in addition to the delivery of Liverpool 2, which would increase demand for rail freight paths along this route. General improvements on the Crewe to Warrington route would benefit freight trains as well as passenger services.

Action 9.11 – We will promote rail freight as a more sustainable method of haulage except in instances where there are conflicts with passenger services

10 Public Transport Information and Ticketing

10.1 Ticketing

Technology and innovation are becoming more prominent in terms of the role they play in the transport network, and this is likely to increase. Technology enables the facilities that are required in order to develop, expand and link different modes of transport, for example dealing effectively with the complex arrangements for information and pricing structures for seamless organisation of the bus network. It is important that methods adopted are consistent with changing lifestyles and predictions around the future uses of technology that will be used to purchase tickets.

Transport for the North (TfN) have been working in partnership with operators and transport authorities to deliver an integrated ticketing scheme that will make it easier for passengers to travel seamlessly using a payment method of their choice. The ticketing system will allow passengers to be confident that they have paid the cheapest possible fare; with the aim encouraging new passengers to travel by public transport thus bringing benefits to the operation of the road network and the environment, TfN are implementing this through a phased approach. The system also has potential for increasing competition for passengers and resources, potentially linked to the recent Bus Services Act which supports a more joined up approach to ticketing and bus service organisation.

Working with TfN, the Council would welcome a smart ticketing system within Cheshire East to deliver the benefits associated with such a roll-out across the north. Multi-modal, multi-regional and multi-operator ticketing and visitor tickets would simplify the system, providing clear and transparent ticket prices for passengers. This would increase accessibility and likelihood of people using public transport for all or part of their journeys.

Action 10.1 – We will work with partners to improve information around bus services and ticketing, including supporting a move to smart ticketing where appropriate

10.2 Information

A lack of integration between transport services has been identified as a significant barrier to greater use of bus and rail services, causing significant increases in journey time and discouraging multi-modal travel. Initiatives to overcome this have been shown to have the potential to increase the appeal of travel by public transport and provide an attractive alternative to the private car.

The provision of additional information at bus stops/stations and railway stations increases the likelihood of the use of public transport and interchange, as do improved interchange facilities e.g. clear signage, walking routes, information etc. Improved communications such as real-time information (RTI) has also been shown to help ensure that users who have just missed a connection do not wait unnecessarily, but are aware of the next service available to them.

Improved accessibility to public transport can be achieved through expanding and improving the number of channels that are available to communicate with passengers. This may include a variety of sources such as traditional time tables as well as mobile phone apps and other media which may emerge in the future and help to ensure that the information on offer is as up to date as possible. Good quality information ensures that users at unstaffed stations and users outside of ticket office hours are kept informed, and the modes of travel on offer are accessible as up to date information is available. Ensuring that all rail stations have ticket machines prevents travelling without a ticket, when ticket offices are closed or at unmanned stations.

Action 10.2 – We will work with partners to improve information at interchange facilities

10.3 Facilities

Facilities at transport hubs and interchanges, such as improved parking, cycle stands, bus links, the provision of raised kerbs and dropped crossings and disabled access improve accessibility for a wide range of users and encourage a shift to multi-modal travel. The provision of raised and dropped kerbs can improve accessibility for wheelchair users, parents with buggies and people with mobility constraints.

In addition to the provision of accessible infrastructure, bus and rail stations should be well maintained, through the maintenance of seating areas and ensuring that litter bins are emptied regularly. This provides a more pleasant environment for users whilst interchanging and increases the likelihood of use of public transport. The installation and maintenance of lighting and CCTV at bus and rail stations improved people's perceptions of safety when travelling late at night and also during the winter months. These changes, in addition to a well maintained interchange and changing facilities enhance users' safety (both actual and perceived) whilst travelling by bus and rail.

Action 10.3 – We will promote well maintained and accessible interchange facilities which feel safe to use day or night

10.4 Integration

The economic and social benefits of short and direct rail services between key cities and other strategic locations are well established. Public transport delivers business connectivity as well as supporting commuting and leisure journeys. Ensuring that public transport and active modes are well connected with bus and rail stations bring real benefits on top of expanding the reach of these services.

The integration of bus services with other modes of transport, such as rail and cycling facilities, is important in order to encourage the use of public transport for people travelling for both leisure and commuting purposes. For example, a bus service which has a stop at the nearest train station may encourage people to use the bus rather than drive to the train station.

Public transport also should be integrated with walking and cycling. Safe routes that are well-designed, with signage to key destinations are factors which can improve connectivity and expand the public transport catchment area. Key interchanges such as train stations and bus stations should have changing facilities and bicycle parking for those choosing to cycle. The health and cost benefits of active travel should also be promoted.

Action 10.4 - We will work with passenger transport providers (bus, rail and community transport) and other partners to improve public transport integration and facilities in Cheshire East

11 Roads

11.1 The importance of the highways network in Cheshire East

Our residents, employees and visitors rely on the extensive roads network to travel to, from and within Cheshire East. The highway network performs a vital function by connecting places and people in the Borough and ensuring access to services, education, employment and leisure. In rural areas the highways network is especially important with over 57% of Cheshire East's highway network being classed as rural and serving over half of our population. Moreover, the highway network also plays a pivotal role in connecting Cheshire to the wider region and national centres via the strategic road network and to the global economy via international hubs. The quality and availability of the highway network is therefore vital to the sub-regional economy.

11.1.1 The local, major and strategic road networks

Different parts of the highway network perform different roles and hence have distinct characteristics. While the strategic road network (SRN) comprises the country's motorways and trunk roads and is under the authority of Highway England, an executive agency of the Department for Transport, the local road network consists of local A, B and C roads and are managed by Cheshire East Highways. The SRN ensures connections between Cheshire East and England's key cities and economic centres and is a key element of the primary route network that links the whole of England, whereas the local road network provides primarily connections between places and service centres in the Borough as well as local access to places, services, housing and employment.

However, there are a significant number of locally managed highway routes in Cheshire East that perform critically important economic functions in linking the key centres, and providing interface points with the SRN, which have been defined as constituting part of a Major Route Network. Transport for the North (TfN) has defined such a MRN which is composed of the SRN and key local roads. In the future, the ambition is that a portion of the new National Roads Fund might be allocated to the MRN. The MRN acts as interface between the SRN and the local roads, providing access between towns, settlements and economic centres on the one hand and the SRN on the other.

In Cheshire East, the SRN is formed by the M6, M56 and A556. The MRN connects the Principal Towns, key service centres and economic centres with the SRN and consists of eleven key A-roads. With the exception of the SRN, all these roads are under the responsibility of Cheshire East Council as the local highways authority. The extent of the SRN, MRN and local highways network in Cheshire East are represented in the maps below.



Strategic road network in Cheshire East:

Major road network in Cheshire East:

Local road network in Cheshire East:

The economic performance of the Borough is closely linked to the ease of access to and from the SRN (M6, M56, A556) and the access opportunities this provides with the rest of the UK on the one hand and the local roads network that connects places in the Borough on the other hand. However, this proximity can also have a negative impact during periods of closure and delay, when strategic traffic reassigns through key centres adjacent to the motorway network, exacerbating local congestion in towns such as Crewe, Sandbach, Congleton and Macclesfield.

The key interfaces between the strategic and local highway interfaces, that are part of the MRN, are summarised below with regard to their links within Cheshire East:

Strategic Road Network	SRN junction	MRN interface	Key Service Centres in CEC	External Connections
M6	Junction 16	A500	Nantwich, Crewe	Stoke on Trent, Newcastle under Lyme, Wrexham (A534)
	Junction 17	A534	Sandbach, Congleton, Macclesfield (A536), Poynton (A523), Wilmslow (A34)	Buxton (A54)
	Junction 18	A54	Middlewich, Holmes Chapel	Mid-Cheshire towns (Winsford & Northwich), Chester, North Wales

	Junction 19	A556	Knutsford, Wilmslow (B5085), Macclesfield (A537)	Northwich, Altrincham, Airport	Chester, Manchester
	Junction 20/20A	Interchange with M56	n/a	Chester, North Wales	
M56	Junction 6	A538	Wilmslow,	Manchester Airport	
	Junction 7/8	A556/A56	Knutsford	Altrincham	
	Junction 9	Interchange with M6	n/a	Southern England, West Midlands, Lancashire	

Action 11.1 – We support the establishment of a Major Roads Network and commit to additional investment in this key infrastructure if supported as necessary by national government

Action 11.2 – We will work to improve the connectivity between the local and strategic road networks

11.1.2 Pinch points and congestion

Traffic congestion on the road network results in people spending ‘unproductive’ time queueing. This has a real impact on business efficiency and productivity, and causes unreliability and poor performance of public transport. Furthermore, congestion has been shown to increase the levels of pollutants emitted by vehicles, and can have life-threatening effects near hospitals on ambulance routes.

The SRN within Cheshire East is under great stress with Junctions 17 to 19 of the M6 running 30-50% over capacity and Junctions 16 to 17 and 19 to 20 running 10-30% over capacity. The M56 is also running over capacity between Junctions 6 and 7, along with the A56. There are also existing issues around road safety and congestion at the interface of the SRN and the local road network.

When it comes to the local road network in Cheshire East, evidence shows that the most congested parts of the network are in the town centres. However, notable key ‘hotspots’ on the inter-urban network also include:

- Crewe Green Roundabout, Crewe;
- A500 Barthomley Link, Crewe;
- Parts of the A530, including Alvaston Roundabout;
- Parts of the A523 from the end of the Silk Road through to Poynton;
- The A34 (Clayton Bypass) around Congleton; and

- M6 Junction 17 Sandbach.

Ongoing and committed developments outlined in the Local Plan will lead to traffic increases and additional pressure on key junctions and links, thereby exacerbating existing pinch points and creating new bottlenecks in the network.

Before new highway capacity is created there is a need to demonstrate that the existing highway network is operating as efficiently as possible through cost-effective improvements in line with our three stage prioritised process discussed previously. It is important to demonstrate that the level of demand for additional road capacity has been minimised, for example by encouraging the use of public transport, car sharing, walking or cycling, and that environmental considerations have been assessed (e.g. impact on agricultural land, green belt, biodiversity, etc.).

Action 11.3 – We will seek effective solutions to existing pinch points on the local road network and lobby for Highways England to resolve those on the Strategic Road Network

Action 11.4 – We will work to minimise the negative impacts of development on the highway network and seek suitable mitigation measures of all types where required

11.1.3 Large and heavy vehicles – weight and width

Freight traffic is vital for the effective operation of our economy and for the goods on which we all rely. However, freight traffic has the potential to negatively impact on communities through air quality, noise, community severance and visual intrusion.

Crewe acts as a major 'hub' for road freight traffic from all over the country, this mirrors the recent economic development of Crewe as a major regional distribution centre (due, in part, to Crewe's excellent road links to the national transport network). The roads with the highest HGV flows in the Borough tend to be those within the Strategic and major Road Networks.

In recent years there has been strong growth in the use of the rail network to transport freight. Transport of freight by rail is more sustainable than by road and can lead to a reduction in the total number of miles travelled by HGV. The potential exists to capitalise on the growth in rail freight and the rail connectivity of Crewe, with similar opportunities also existing in Middlewich.

A number of problems have been identified in relation to freight movements in Cheshire East. Many of these issues relate to congestion within the Borough, resulting in lorries diverting onto unsuitable or rural routes which can lead to problems associated with road safety, poor air quality, noise, severance and visual intrusion.

It is therefore paramount to address concerns around routing, driver behaviour and delivery times, as well as to ensure routes and access arrangements are appropriately maintained and

signed. In addition, Cheshire East supports initiatives by developers, businesses, Network Rail and operators, to promote integration of road and rail freight.

Action 11.5 – We will work to improve HGV routing through measures on street, working with developers and large trip attractors e.g. supermarkets and hauliers and through the provision of information such as the innovative Freight Journey Planner

11.1.4 Delivery of major road schemes

In cases where neither maintenance nor management and redesign have been able to sufficiently improve traffic conditions and network performance at identified pinch points and known accident and congestion hotspots on the road network, new road infrastructure has and will continue to be considered following a thorough analysis in terms of economic, social and environmental costs and benefits. Where it is concluded that new infrastructure will deliver real long term benefits and address transport challenges in an efficient and sustainable manner, road schemes have and will continue to be promoted, supported and delivered.

Work is now underway to develop the second RIS (known as RIS 2) covering the second road period post 2020. The main evidence for the research phase for RIS2 are the programme of refreshed route strategies covering the entire network and the six strategic studies. One of the strategic studies investigates the Manchester North-West Quadrant, which covers the M60 from Junctions 8 to 18. Potential schemes in the study area are likely to have an impact on traffic flows on the SRN in Cheshire East.

For the SRN, the following schemes in and adjacent to the Borough have been put forward by Highways England as part of the first Road Investment Strategy from 2015 to 2020:

Strategic road network schemes		Status
M56 Junctions 6-8	Upgrading the M56 to Smart Motorway between Junction 6 & 8	Committed
M6 Junction 19 Improvements	Improved junction with the A556	Planned
M6 Junctions 16-19	Upgrading to Smart Motorway including hard shoulder running	In Construction
A556 Knutsford to Bowdon	Widening of the A556 between the M56 and M6	Completed
M6 J17 Improvement	Improved Junction 17 in Sandbach	Completed
M6 J16 Improvements	Improved Junction 16 in Stoke-on-Trent	Completed

The Council is working with partners on refreshing the South East Manchester Multi-Modal Study (SEMMS) which was originally published in 2001. This refresh is linked to delivery of the A6 to Manchester Airport Relief Road. Construction of the new link commenced in March 2015 with the road expected to open in Spring 2018. The SEMMS refresh is needed to take account of what has been achieved since the strategy was first published and to take account of significant planned growth both in the borough and across south Manchester. The 20-year strategy will be developed to deal with existing and predicted transport problems in the area and aims to:

- Improve public transport;
- Improve the use of road space;
- Encourage transport change;
- Encourage urban regeneration; and
- Improve highways.

In addition to construction of the A6MARR several schemes delivering improvements to the local and major road networks are either currently under construction or planned:

Local and major road network schemes		Status
Crewe Green Roundabout	Redesign of the Crewe Green Roundabout	Planned
Sydney Road Bridge Improvement, Crewe	Replacement of the rail bridge by a bidirectional bridge	Planned
Middlewich Eastern Bypass	Bypass for Middlewich to relieve congestion	Planned
Congleton Link Road	Bypass for Congleton to relieve congestion	Planned
A6 to Manchester Airport Relief Road (A6MARR)	Relief road connecting the A6 to Manchester Airport. Linked to the overall South East Manchester Multi-Modal Study.	In Construction
A500 Dualling, Crewe	Dualling of the A500 between M6 J16 and the A531 and B5472 at Mere Moss Roundabout	Planned
Poynton Relief Road	Bypass for Poynton to reduce congestion and support growth	Planned
South Macclesfield Link Road	New link road supporting growth	Planned

Action 11.6 – We will support the delivery of Highway England schemes which will bring benefit to Cheshire East and actively contribute in the identification and planning of future schemes, including through the RIS2 process

Action 11.7 – We will seek effective delivery of identified major schemes on the local and major route networks

11.1.5 Potential for Electric Vehicle Usage

With the recent government announcement to ban the sale of conventional internal combustion engine vehicles from 2040 there is a significant opportunity to move to low carbon transport initiatives. Electric Vehicles are becoming ever more popular with over 100,000 on the road and future predictions only show this increasing, therefore it is important that there is the necessary infrastructure to cope with this increase. Electric vehicles provide an excellent opportunity to reduce carbon emissions and other vehicle emissions.

Cheshire East Council has secured a government grant to enable the Council to provide six 50kW rapid charging units – two each in car parks in Congleton (Princess Street), Wilmslow (South Drive) and Nantwich (Love Lane). The sites have been chosen as they are close to destination points such as supermarkets and coffee shops, where drivers can pass 20 minutes or so while waiting for their vehicle to charge.

Action 11.8 - We will continue to apply for funding from the government, in order to implement and construct infrastructure projects, such as electric vehicle charging points to make it more attractive to buy an electric vehicle.

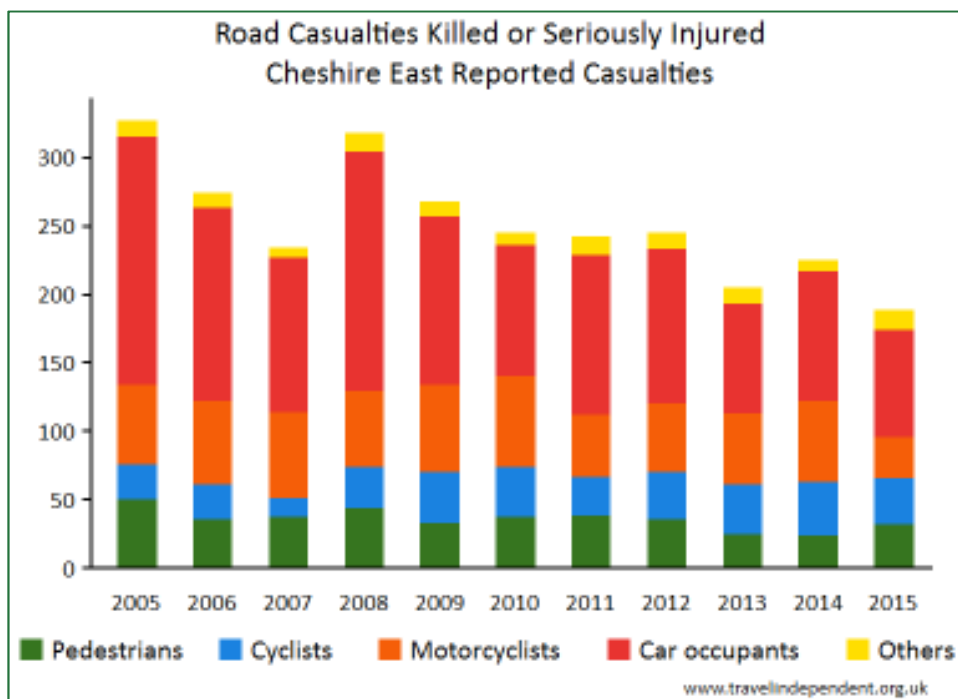
Action 11.9 – Encourage the private sector to invest in Electric Vehicle charger stations at petrol stations, supermarkets and new developments.

11.2 Road safety

Making the roads in Cheshire East safer for all users by identifying road users most at risk and collision hotspots is at the heart of Cheshire East's approach to road safety. Appropriate measures can subsequently be developed to prevent crashes and to reduce the numbers of users killed or injured. In Cheshire East the number of serious road injuries and deaths are higher than the National average with 0.5 people killed or seriously injured (KSI) per every 1,000 people compared to the National average of 0.33 in 2015³¹.

There has been success in reducing the number of KSIs in Cheshire East from 327 in 2005 to 189 in 2015 against a backdrop of increased traffic. Car occupants constitute the majority of KSIs, but vulnerable users such as pedestrians, cyclists and motorcyclists are overrepresented.

³¹ Department for Transport statistics. Reported casualties by severity, by local authority area, Great Britain, 2015



This is an issue the Council takes extremely seriously and it has invested in numerous road safety projects, including working with local and sub-regional partners including the Police, Cheshire Fire and Rescue and other external organisations to provide education and training services to high risk groups (e.g. young adults and motorcyclists). The Council also undertook an evaluation of existing education and training campaigns to measure the impact they are having on the number of KSI incidents in the borough and ensuring effective delivery. These initiatives worked to inform all drivers and riders of the consequences of excessive speed, alcohol impairment and not wearing seatbelts, as well as improving observation skills through the use of national behavioural campaigns. Additionally, the Council engaged with schools, employers and in local communities to provide road safety training to cyclists identified as having a high level of risk in the Borough and promote the use of active travel.

Engineering interventions on highways and junctions can have a significant impact on the number of road traffic incidents experienced. Examples of positive action include rectifying sites with poor visibility, lighting or drainage, inappropriate crossing design, or below standard corner radius or road camber. Whilst taking care in sensitive locations, such as the Peak District National Park, to avoid clutter, light pollution or schemes with a detrimental visual impact.

Excessive and inappropriate speed is a recurring contributory factor in a high number of KSIs especially those involving young adults. Higher speeds increase the severity of crashes and resulting injuries but speed related crashes are preventable through both education of users at risk and enforcement of speed limits. The Council uses speed cameras at high risk sites to encourage drivers and riders to abide by speed limits and will continue to do so. Following an evaluation of collision hotspots circumstances were identified where pedestrians and cyclists

should be given priority on the highway network and where reduced speed limits would be appropriate.

Some road user groups are more vulnerable and more often involved in road collisions. Children are particularly vulnerable road users, as they are often still learning the correct road user behaviour and their judgment is not yet fully developed, making their behaviour sometimes unpredictable, which combined with their size means that they tend to get overlooked more often. This reaffirms the importance of road safety education from a young age and engagement with schools and other learning establishments.

Young adults aged 17 to 24 are the most accident-prone category. Due to their lack of experience and sometimes risk-seeking behaviour, including excessive and inappropriate speed and alcohol impairment, young adults constitute another vulnerable road user category. Education of young drivers and enforcement of speed and alcohol limits are thus of central importance.

Cyclists and pedestrians are two road user groups disproportionately victims of road collisions. Both are especially at risk from collisions from motorised vehicles that have higher speed and mass, exacerbating the impacts of collisions. Collision hotspots for pedestrians and cyclists are junctions, crossings and rural roads. The provision of segregated infrastructure for active travel and the treatment of high accident junctions and crossings, together with provision of information and training to cyclists and pedestrians but also to car users are effective means to increase the safety of walking and cycling.

While the overall number of motorcyclists is low (an estimated 0.71% of the working population uses them as principal means of transport to travel to work), they constitute vulnerable road users requiring a safe road environment. Amongst casualties involving young adults (between 16 and 25 years old), 17% are riding motorcycles over 215cc, and a further 7% motorcycles over 125cc.

Action 11.8 – We will continue to support the use of existing speed cameras and the introduction of speed management measures at accident hotspots as determined by the Cheshire Road Safety Partnership

Action 11.9 - We will work with partners and other organisations to provide education and training to high risk groups, including young adults, children, pedestrians, cyclists and motorcyclists

Action 11.10 - We will continue to support programmes which inform all drivers and riders of the consequences of high-risk behaviours such as excessive speed, alcohol and drug impairment and not wearing seatbelts

Action 11.11 – We will continue to work with schools, employers and local communities to provide road safety training to cyclists and promote the use of active travel

11.3 Network management

The highways network in Cheshire East is an asset with a replacement cost of over £5.5billion encompassing 2,700 kilometres of highway. The Council is in charge of managing the local road network and has a duty to ensure a resilient and efficient highways network that effectively connects places in the Borough and further afield.

This strategy identifies maintenance and management of current assets as the number one priority for the provision of an effective transport network which will meet wider ambitions. This aligns with the integrated asset led approach taken by the Council to the management of transport assets.

11.3.1 Maintenance and asset management

The Council has a statutory duty to maintain the highway network in a safe and usable condition. The Highway Asset Management Strategy³² (HAMS) identifies how the Council will manage and maintain the highway network and associated infrastructure. The HAMS informs priorities in the planning and delivery process and supports continual improvement in the management of the highway asset.

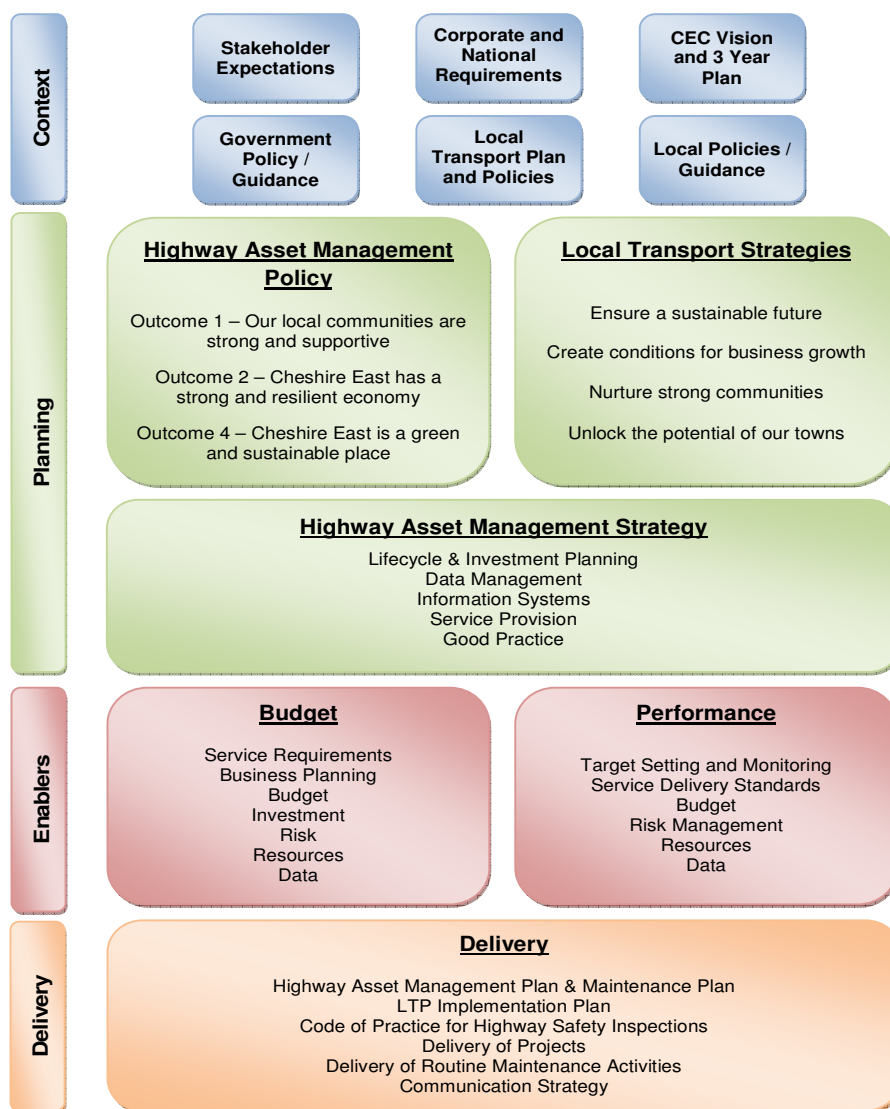
The Council has invested an additional £30million improving the condition of Cheshire East's transport assets over the last three years through the Highway Investment Programme reaffirming our strategic commitment to maintenance and asset management. Furthermore, another £5million was invested in 2016-2017. The Council's Medium Term Financial Strategy 2017/20 also states an ambition of investing £10million per year for the next three years in the Borough's transport assets.

The Corporate Plan for Cheshire East outlines the four core objectives for highways maintenance:

- To reduce the number of people killed or seriously injured on Cheshire East's roads;
- To improve the condition of Cheshire East's roads, footways and bridges;
- To manage the impact of traffic and resulting congestion on Cheshire East's communities; and
- Improve the quality of and access to transport networks and services in Cheshire East.

³² Cheshire East Council (2015) Highway Asset Management Strategy

Asset management framework



Action 11.12 – We will continue to take an asset led approach to maintenance of our transport assets in an effort to achieve maximum value for money

11.3.2 Weather-related disruptions

Projections show that by 2050, the Northwest region will have wetter and warmer winters and drier and warmer summers. This will require an element of preparedness to ensure the transport network maintain effectiveness.

Sections of the transport network already suffer from weather related issues. As routes become unavailable for the passage of vehicles, journeys are disrupted and the level of congestion on the wider network is increased, making increased resilience to weather-related disruptions a priority for the future.

Action 11.13 – We will seek to ensure that the transport network is increasingly secure against extreme weather events and disruption

11.3.3 Permitting

Activity such as utility maintenance when occurring on the public highway has the potential to cause inconvenience to vehicular traffic, pedestrians, cyclists and others; whilst also having the potential to cause inconvenience for residents and business. Where the activity affects traffic flows directly there is the likelihood of congestion and disruption.

Effective coordination and management of the highway requires reliable and timely information being communicated and enables differences between those competing for space or time in the street to be resolved in a positive and constructive way. In addition, efficient design of an activity on the highway will significantly mitigate the potential disruption of that activity.

Permits provide the basis for this with the requirement to manage the applications for utility and highway works in a proactive manner as these are the two activities that often have the greatest effect on traffic and disruption.

Following the Traffic Management Act 2004 Part 3, the Council is preparing to join the West and Shires Permit Scheme (WaSP Scheme). The WaSP scheme allows participating authorities to better manage activities on the highway and minimise disruption and inconvenience. The WaSP scheme requires an activity promoter to apply for a permit in order to 'book' time on the highway. The Permit Authority issues permits with conditions attached to better focus the activity in terms of reducing the impact of road users and other stakeholder; this might be in relation to the timing of the works, the traffic management and methodology or any other factor that is deemed important.

Action 11.14 – We will introduce a permitting scheme with the aim of reducing the negative impact of utility and other works on highway function

Action 11.15 – We will seek provision of further functionality and continued development of the range of information on roadwork's and delays that is provided electronically

11.3.4 Environmental performance and air quality

In Cheshire East, greenhouse gas emissions (GHG) from transport account for 44% of total emissions, compared to about a quarter in the UK. Transport, in particular road transport, is also a main source of local air pollution through the emission of pollutants such as nitrogen dioxide, particulate matters, volatile organic compounds and sulphur dioxide.

However, transport networks, and their associated green infrastructure, can provide valuable ecosystem services that can assist in the management of, and adaptation to climate change. Green infrastructure can provide carbon storage by trees, sustainable drainage and water conservation, cooling urban heat islands and ecological connectivity. Canal towpaths, public rights of way, road verges, cycle routes or railway embankments therefore have the potential to make a positive contribution to the environment.

In order to detect changes in air quality and limit air pollution to safe levels as set out by national legislation and European directives, Cheshire East is required to undertake annual reporting which assesses local air quality within its jurisdiction. Where the air quality objectives are not likely to be met and emissions are expected to breach legal limits, an Air Quality Management Area (AQMA) must be declared, for which the local authority must develop a plan to improve the air quality - a Local Air Quality Action Plan.

Within Cheshire East, a total of eighteen AQMAs have been declared. All of these relate to nitrogen dioxide emissions and breaches of the annual mean objective and there is the potential for two to breach the hourly standard. There are four AQMAs in Macclesfield, three each in Congleton and Crewe, two in Sandbach, and one in Cranage, Knutsford, Mere, Middlewich, Nantwich and Disley:

AQMA	Key service centre	Pollutant
West Road, Congleton	Congleton	NO ₂ (Annual and potential hourly Limit)
A34/A54, Congleton	Congleton	NO ₂ (Annual Limit)
Lower Heath, Congleton	Congleton	NO ₂ (Annual and potential hourly Limit)
Nantwich Road, Crewe	Crewe	NO ₂ (Annual Limit)
Earle Street, Crewe	Crewe	NO ₂ (Annual Limit)
Wistaston Road, Crewe	Crewe	NO ₂ (Annual Limit)
M6 Motorway, Cranage	Knutsford	NO ₂ (Annual Limit)
A556 Chester Road, Mere	Knutsford	NO ₂ (Annual Limit)
A50, Manchester Road, Knutsford	Knutsford	NO ₂ (Annual Limit)
A523 London Road, Macclesfield	Macclesfield	NO ₂ (Annual Limit)
Broken Cross, Macclesfield	Macclesfield	NO ₂ (Annual Limit)

Hibel Road, Macclesfield	Macclesfield	NO ₂ (Annual Limit)
Park Lane, Macclesfield	Macclesfield	NO ₂ (Annual Limit)
Chester Road, Middlewich	Middlewich	NO ₂ (Annual Limit)
Hospital Street, Nantwich	Nantwich	NO ₂ (Annual Limit)
A6 Market Street, Disley	Poynton	NO ₂ (Annual Limit)
A534 Middlewich Road, Sandbach	Sandbach	NO ₂ (Annual Limit)
A5022/A534 Sandbach	Sandbach	NO ₂ (Annual Limit)

Action 11.16 - 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

Action 11.17 – We will support technological advances which reduce the environmental harm caused by vehicle use

11.4 Parking

11.4.1 Introduction

Parking provision in the Borough supports accessibility for residents, businesses, shoppers, workers and commuters. Parking provision has the potential to impact on surrounding areas both negatively and positively. When parking is well managed it can support thriving businesses, access to services and active social lives; but when not well managed well parking can encourage car travel to areas which suffer unduly from congestion as well as causing other environmental and social issues.

11.4.2 High Level Parking Strategy

The existing car parking strategy was published in 2010, bringing together the parking strategies of the three former borough Councils of Macclesfield, Congleton, and Crewe and Nantwich. The High Level Parking Strategy is intended to further develop and harmonise the parking offer focusing on the Cheshire East principal towns and key service centres.

There are two broad categories of car parking in Cheshire East:

- On-street – this is parking within the adopted highway boundary that is regulated by the Council acting as highway authority. Enforcement of on-street parking regulations is undertaken by the Council.
- Public off-street – these are parking areas provided by the Council which are open for use by the general public. Some car parks are charged for according to length of stay.

In developing parking strategy, issues of demand and supply will be considered, together with establishing when the Council may consider changes in supply.

Further work on future requirements for parking will come through the Local Plan Documents, the High Level Parking Policy, the On-Street Parking Policy, and the individual Town Parking Studies.

Effective management of both on and off street parking can have a significant effect on the capacity and flow of traffic on the road network. Well managed parking can have a positive environmental effect, making our towns attractive with the resultant impact on local economic viability.

The Council must continue to manage on and off street parking whilst encouraging more sustainable travel patterns including walking, cycling and public transport where these effective alternatives are viable.

A Parking Strategy can assist in encouraging balanced transport choices, working with other policies, strategies and plans to develop the required approach.

It is important to ensure that the economic viability and vitality of our town centres is preserved, the provision of well planned and managed parking, both on and off street plays a key role in achieving this. Whilst it is not always possible to increase parking space within urban areas without high costs, controls can be put in place to manage demand.

It is recognised that there is a need to cater for a number of users including residents, shoppers, tourists, workers and commuters. The balance of need depends on individual locations, however in general:

- Shoppers require short stay convenient parking. In some locations tourists are likely to spend the whole day where Park & Ride could be a convenient option.
- Commuters/workers require long stay and can be encouraged to walk further to their destination and are more likely to use Park & Ride/rail facilities or local bus services.
- Residents (where off-street private parking is not available) require on-street parking as close to home as possible. In some locations they may be given preference over shoppers/or given shared use provision.
- Visitors and tourists may require either short or long stay parking depending upon the tourist offering and this will need to be considered in each location.

- For some of Cheshire East's towns, the night time economy is important, and people are likely to make different choices therefore the pricing strategy needs to take account of this, as fewer public transport choices are available at night and there are personal security concerns for some.

The provision of off-street parking can be very costly, both in terms of land requirements and maintenance costs. The Council charges for parking in order to recover these costs from service users, although it is recognised that there is currently a disparity between those areas of the borough where parking charges apply and those where they do not.

Cheshire East Council is also responsible for the making of Traffic Regulation Orders concerning on street parking control and is responsible for the enforcement of those Traffic Regulation Orders including the management of off street car parks within their ownership.

An appropriate Parking Strategy can support regeneration of town centres while also encouraging people to think more about when and how to travel, perhaps choosing public transport, and contributing to road safety.

In order to establish a consistent approach across the Borough, it is proposed that each town be looked at individually with regards to parking quality, choice and value, thus facilitating necessary unique pricing tariffs based on patterns of parking demand, size of town and its draw in terms of the type of shops, catchment area and whether it is predominantly a local service centre or includes tourists.

The proposed town parking studies will include:

- | | |
|----------------|--------------|
| • Alsager | • Middlewich |
| • Congleton | • Nantwich |
| • Crewe | • Poynton |
| • Handforth | • Sandbach |
| • Knutsford | • Wilmslow |
| • Macclesfield | |

Aims and Objectives

The overall aim of this High Level Parking Strategy is that it will seek to balance long-term economic, social and environmental well-being underpinned by the following objectives:

- Manage traffic to improve transport network efficiency

- Encourage the use of more sustainable and healthy forms of travel, including walking, cycling and public transport
- Sustain and enhance the vitality of our town centres
- Provide for the parking needs of people with disabilities & parents/carers with young children
- Balance the parking demands of local residents, shops and businesses and visitors, shoppers, workers and commuters

The strategy looks at all forms of parking requirements, not just for cars i.e. Ultra Low Emission Vehicles, motorcycles, and Heavy Goods Vehicles.

The strategy will not set parking charges (Tariffs) but rather establish the general principles which should be taken into consideration for charging. Charges/tariffs are set at annual budget rounds and are to be considered on a town by town basis.

Overall, it is the intended aim that the High Level Parking Strategy should work in conjunction with proposals in the emerging town centre regeneration programmes which Cheshire East Council is developing and delivering. These are to be reflected in the proposed programmes of work.

Quality

Safe, secure and accessible parking is vital to the attractiveness of our towns and assists in the promotion of our principal towns and key service centres, boosting the economic regeneration of the borough.

Parking is often the first contact that a visitor has with a town and can thus provide the first and lasting impression. Security, cleanliness and availability of facilities contribute to this impression and play an important role in the successful of our towns.

The Community Safety Strategy identifies reduction of vehicle crime and the fear of crime as key priorities.

Examples of facilities considered important include:

- Clear directional signage to car parks
- Clear signage within the car parks including bay lining
- Designating appropriate spaces for disabled motorists, motorcycles and electric vehicles

- CCTV
- Clean and well maintained car parks
- Active uniformed patrols

Improvements and measures have been implemented to work towards enhanced safety and security on car parks. CCTV has been re-introduced on Spring Street Multi Storey Car Park (Wilmslow) and Jordangate Multi Storey Car Park (Macclesfield).

The Council's car parks are regularly inspected and any actionable maintenance issues such as defective lighting, faded lines, and surface maintenance will be addressed. It is important that Cheshire East Council continues to:

- Continues to pursue high standards of safety, security and cleanliness on its off street car parks
- Support increased provision for electric vehicle charging infrastructure

Choice

Parking provision and management within Cheshire East will take into account national and regional planning and transport policies, complement local land use and regeneration policies, and relate to the size and function of the principal towns and key service centres. Parking provision will reflect wider community objectives with facilities being safe and secure.

The Council will consider maximising the availability of short stay spaces in prime, central locations for use by shoppers and other short stay users. Short stay parking generates a high turnover of spaces allowing more visitors to be accommodated per space. ***The Council will therefore review the designations of each car park to ensure the right spaces are in the right places – looking at whether the provision should be short or long stay or a mixture of both.***

Disabled parking and the Blue Badge scheme will comply with the national guidelines, although a review does need to be undertaken with regards to the location of disabled spaces in car parks. Whilst our aim is to meet the needs of our towns, historical underuse of disabled parking in some highly utilised car parks can exacerbate the availability issues of general spaces.

The Council's work on climate change and sustainable travel promotes better use of the car and healthier more environmentally friendly alternatives, such as walking, cycling, motorcycles and public transport. Travel Plans are also seen as a key element in reducing car usage by tackling different aspects of businesses transport.

Parking impacts on traffic flow and on street parking can reduce the capacity of the road network. Provision of adequate, safely accessible off street parking can reduce this impact. In addition, parking guidance and information can reduce unnecessary traffic movements and thereby congestion in and around main centres.

The Traffic Management Act 2004 places a network management duty on local authorities to keep traffic flowing, and to co-operate with other authorities to the same end. Local authorities have to exercise all of their functions which may affect traffic in a more coordinated way.

Parking Provision, management and enforcement must contribute to the delivery of the overall statutory network management duty. Providing for either too few or too many vehicles in a town can affect its environment and its viability. Whilst it is not possible to increase parking space within urban areas without high costs and abstracting prime urban land from the limited supply, controls can be put in place to manage demand.

Value

Charging is an effective tool in managing the demand for parking spaces, however because each of our towns are unique, it is not appropriate, fair or realistic to introduce a uniform borough-wide tariff model. The approach would be to set appropriate tariffs on a town by town basis following each town parking study.

It requires the recovery of full cost from service users. Any pricing mechanism adopted should be appropriate for the following purposes:

- Managing demand, required to promote the use of town centre short stay spaces for shoppers and visitors
- Ensuring that direct users pay for the service, e.g. charging appropriately in car parks close to train stations that are predominantly used by Commuters.
- Providing finance to support other strategic transport aims

Cheshire East Council would in principle impose charges for parking based on supply and demand, reflecting local pressure and needs including any consequences for on-street parking. The key measure for assessing the demand, pressure and need will be the utilisation of the car parks, measured through either ticket sales or by observing the numbers of cars parked at particular points in time.

Those towns where average car park utilisation during peak hours is high would be considered for increased charges to manage demand. The provision of additional parking could also be considered providing the charges were sufficient to recover the investment cost required to deliver the additional parking requirement. A business case would be required to demonstrate a

return on investment to ensure residents and businesses would not be required to fund any shortfall.

Those towns where average car park utilisation during peak hours is low could be considered for reduced charges to support the towns economic viability. A reduction in parking provision could also be considered, potentially releasing land for redevelopment and regeneration. Any reduction in charges would still be expected to cover the cost of operating and managing the town's car parking.

It is expected that an appropriate town by town charging level, combined with appropriate enforcement action, will help the Council to make the best use of the car park assets which in turn is likely to make parking easier and more attractive.

Formal consultation will be required to introduce new charges as part of the agreed Council procedures.

Following completion of each town parking study, the Council will review the parking charges annually, in accordance with the Council's Fees and Charges policy, at least recovering the cost of the car park service.

Enforcement Action

Fundamental to any Parking Strategy is the need for efficient parking enforcement, to ensure that on-street parking supply is managed effectively, to prevent inappropriate parking that could cause congestion and increase dangers for other road users, and to ensure proper management of off-street car parks and time limited on-street parking.

The enforcement approach will be geared to effectively manage the supply of off street and unauthorised parking; effective parking enforcement is also required on street short stay parking.

Cheshire East Council is responsible for enforcing parking, loading and waiting restrictions on the streets and in the car parks throughout Cheshire East, with the exception of most major trunk roads. This is carried out under the terms of the Traffic Management Act 2004 and is a civil matter rather than criminal. Civil Enforcement Officers will issue Penalty Charge Notices to any vehicle parking in contravention and will enforce on-street contraventions as well as in car parks. The Civil Enforcement Officers are paid an annual salary only and there is no bonus, commission or incentive scheme or target for issuing Penalty Charge Notices.

Enforcement practice will follow the Guidelines detailed in the Traffic Management Act 2004; it will focus on key areas where compliance needs to improve and will follow the principle that the purpose of enforcement is to induce motorists to comply with the regulations.

The Councils Civil Enforcement Officers will operate under the following principles:

- Enforcing parking and waiting restrictions to ensure maximum space availability for customers and business visitors.
- Taking action where unlawful or inconsiderate parking stops traffic (or the free flowing movement of traffic)
- Taking action where cars parked on pavements block the walk way for pedestrians who then have to go into the road to pass the cars (particularly in school keep clear areas)
- Taking action where the unlawful or inconsiderate parking is dangerous
- Taking action where emergency vehicles are prevented from travelling along a road
- Taking action where spaces are taken up which should be used for disabled people
- Allowing for exceptional events and circumstances and engaging with the community at key events

A key partner in control is Cheshire Police who continue to be responsible for enforcement of certain traffic offences; Cheshire East residents and businesses rightly expect that we act as true partners in tackling bad and dangerous parking, utilising our respective powers promptly, efficiently and in concert.

Local Parking Standards

The adopted Cheshire East Local Plan Strategy 2010-2030 details the parking standards applied to new developments. It is considered that the town parking studies will support the evidence base for use in determining the parking requirements of new development, allowing the Council to depart from the standards where appropriate to improve the management of the road network.

Ultra Low Emission Vehicles

The Council will promote and support the use of ultra-low emission vehicles (ULEVs), including electric vehicles, due to their reduced impact on air quality. Electric vehicles have the potential to help reduce kerbside emissions if they become more widely used in Cheshire East, although current technology means that they are likely to be a more attractive choice in urban areas due to the limited availability of charging points in the rural areas. To date, take-up of electric vehicles has remained low, however all predicted forecasts are for significant growth moving forward.

The potential exists to install public on-street charging points. Since any bays would have to be reserved for electric vehicles only, the Council will take into account future demand and the loss of general public parking before considering whether to install any on-street bays.

Heavy Goods Vehicle and Coach Parking

The provision of HGV and coach parking is a necessary amenity across the authority; the provision of lorry parking is required to ensure that drivers have suitable places for rest breaks and encourages appropriately parking. At present HGV parking is underutilised, and has capacity to fulfil future growth detailed in the 2011 Department for Transport Lorry Parking Study. Cheshire East will assess the provision of HGV parking in line with future growth and associated demand; this should include assessing the location of existing facilities and assessing if the locations are suitable for future demand.

The Freight Transport Association indicated that demand for overnight lorry parking facilities would rise as a result of the 1998 EU Working Directive leading to increased need for driver stops. The Council will continue to review the needs in specific areas to determine whether existing facilities are adequate and appropriately located.

Additionally, successful tourist attractions require adequate off street coach parks to prevent road safety problems and to protect the environment. To deter access via residential streets and other environmentally areas, it is intended that off street coach and overnight lorry parks will be located, where required, with good links to the road network and regard to the impact on the local environment.

Motorcycle Parking

Motorcycles and mopeds offer the same potential for personal mobility as private cars whilst contributing less congestion, pollution and damage to roads. They are lighter, generally more fuel efficient and take up less space, whether parking or moving.

The safety of users of motorcycles and mopeds and the need for secure parking must be taken into account both in new and existing developments and at public transport interchange sites.

Taxis and Private Hire Vehicles

Taxis and private hire vehicles are important in meeting the travel needs of many sections of the population, especially people with disabilities and for those whose journeys cannot be made on foot, cycle, bus or train.

Taxi parking should be visibly provided at key locations, such as shopping areas and public transport interchanges. Ranks should be marked out to avoid random parking. Accessibility to the parking location is a priority and a road safety audit should be carried out to ensure taxi movement will not conflict with other users. The level of taxi parking will be assessed on a case by case basis.

Residential Parking

The Council aims to improve the quality of life for residents through parking management, provision and relief of traffic congestion generated by parking demand. Residential areas around town centres can suffer from commuter on street parking and in some cases controlled parking zones are implemented to meet the needs of residents and local businesses.

The Council will review on street parking provision for residents as travel demands grow, and assess if the need exists for the introduction of further controlled parking zones. The Council should review the on street demand at each of the principal towns and key service centres and assess the impact to residents, reviewing existing Traffic Regulation Orders.

Parking at Rail Stations

The provision of adequate car parking at railway stations can help to reduce the length of car journeys by attracting people onto rail for the major part of their journey. In addition, it can help avoid or alleviate 'overspill' parking around stations.

In reviewing parking issues at railway stations, the Council will need to consider a number of factors to seek to gain a better understanding of the local context:

- the quantity and usage of parking presently available at a station and in the surrounding area
- the level of charges for those parking spaces, if any are in place, and charges at other nearby stations serving the same destinations
- the number of stopping train services
- the origin (catchment area) and journey mode of station users;
- the impacts of station traffic and parking on the local road network and community
- the length and type of rail journeys
- the availability of sustainable transport modes to and from the station.

If appropriate, the Council will then work with Network Rail, station and public transport operators, passenger and cyclist groups and others to evaluate the situation further and investigate possible solutions that take account of the needs of both rail users and the local

community. In line with LTP objectives, the Council will ensure that any solutions also promote modal shift by encouraging the use of walking, cycling and public transport. These issues and the factors above should be considered as part of a station travel plan.

Increased parking provision at railway stations will only be considered if it is included as part of a station travel plan or linked to improved infrastructure such as the new Hub Station in Crewe.

Sunday Parking Requirements

On a Sunday many towns now see a normal shopping or visitor day, therefore there is a need to manage Sunday parking to serve shoppers and visitors. Overall there is also a benefit in simplifying and providing a consistent approach.

The Council should consider proposals to maintain / introduce standard tariff seven day charges for off-street car parks where charges are applied.

Charging in off street car parks whilst maintaining free on-street parking on a Sunday does create the effect of people seeking to park on-street. However, it is considered that the benefits to be gained from introducing Sunday charging do outweigh the cost of Sunday on-street parking enforcement.

Night Time Economy Parking Requirements

The Council should consider that in towns/areas where the night time economy is prevalent, that consistent time bands for charges are applied as follows:

- For off-street car parks 8am to 10pm Monday to Sunday.

Shopper/Retailer Subsidy

Although there are issues about drivers thinking about alternative methods of travel where possible, this does allow for local loyalty incentives to shoppers when supporting local shops and is recommended these be made available where requested.

Contract Permits – Off Street Car Parks

It is proposed that contract permits will be car park specific (currently some may be for more than one car park) and will be registration specific, with up to two vehicles registrations per permit. It is recommended that no contract or season permits should be issued for short stay car parks as this parking is designed to be available for short stay trips for shoppers and visitors.

Waivers

A list of special permits and conditions appropriate for issuing them should be established.

This provides for carers, meals on wheels, essential trades, such as plumbers, etc. These usually allow for parking, where essential, in Residents Parking Zones or Pay & Display, or in certain cases on double yellow lines. Clear principles will be set out, which need to be backed up by clear issuing procedures for staff.

Charging Mechanisms

In general where charges in a car park or on-street are applied, Pay & Display machines are used. Whilst pay on foot machines/pay on exit Pay Stations that give change, may be popular elsewhere with users, these are expensive to install and maintain. The Pay Station costs in the region of £16,000 added to the cost of a barrier and ticket reader required at the exit at £10,000, plus on-going maintenance requirement. Pay & Display ticket machines cost in the region of £4,000. In many cases the level of income is not sufficient to warrant the higher investment or operating costs of Pay Stations relative to Pay and Display and this will need to be a consideration.

Barriers require maintenance, and if a car park is not staffed any mechanical failures can cause problems. It is recommended therefore that Pay & Display be retained in car parks, and only MSCP's be considered for Pay Stations permitting pay on exit.

Disabled Parking

The use of disabled spaces is governed by the blue badge parking scheme. This is a European scheme for people with limited mobility and allows disabled people accessible parking in locations that enable access to shops and services.

The badge is allocated to individuals and not to vehicles. It can only be used when the named holder is either the motorist or travelling with a carer.

People displaying a blue badge may park on double yellow lines for a limited period where their vehicle does not obstruct traffic or other road users. However, such parking is prohibited where there are additional yellow road markings that restrict parking or where local parking restrictions apply such as outside schools. The blue badge scheme also governs use of disabled spaces on car parks.

The Council adheres to the national policy on concessions for Blue Badge Holders. There are on-street designated disabled bays. These are free and have no time restrictions for blue badge

holders. For disabled bays in off-street car parks, blue badge holders can currently park without charge for as long as they want to, even if this is only a short stay car park.

In 2015/16 8125 Blue Badges were issued contributing to the circa 20,000 blue badges held by the Boroughs individual residents and organisations.

- This strategy recommends that national disabled parking standards for car parks and all new developments are applied across the borough.
- The strategy recommends that the quantity and locations of disabled bays are reviewed and where necessary, changed to meet the needs of users in each urban centre. Ideally, disabled bays should be close to amenities and spread out around town centres rather than all together.
- It is recommended that charges for disabled parking are considered for implementation alongside charging for standard spaces. This will generate revenue which can be used for raising the quality of parking.

Parent and Child Parking

There is no specific national or local policy on the provision of parent and child spaces. Supply of these in Cheshire East is almost entirely within privately owned, retail-related car parks. Occupancy of these spaces is generally high. Whilst it is legally unenforceable and does not yield additional revenue, it is felt that consideration should be given to the provision of parent and child spaces. This could be done in conjunction with the review of disabled spaces, Snow Hill car park in Nantwich is currently the only one facilitating these spaces.

11.4.3 On Street Parking Guidance

Introduction

Cheshire East Council as Traffic Authority is responsible for making Traffic Orders that regulate on street parking.

The Cheshire East road network needs to support a local transport system that promotes economic growth, is safe for all road users and is not detrimental to the quality of life in our communities. The Council recognises the importance of its highway infrastructure and how an effectively maintained and managed road network contributes to the accessibility and safety of its users.

The On Street Parking Guidance has been developed to support the Council's High Level Parking Strategy with the aim to manage the level of on street parking based on guiding principles and ensure consistency of approach to overall parking management across the borough.

In line with the High Level Parking Strategy, the guiding principles for parking will be applied in town parking studies to ensure the management and balance of parking is addressed both on and off street.

On Street Parking Regulations

There are a number of pieces of national legislation that impose statutory obligations and duties on the Council in relation to on street parking including:

- The Traffic Management Act 2004 (TMA) places a duty on all local traffic authorities to secure the expeditious movement of traffic on their road networks.
- The Road Traffic Act 2006 (RTA) requires local authorities to prepare and carry out a programme of measures designed to promote road safety.
- Waiting restrictions are indicated on the road network by road markings and signs which can only be implemented or changed via Traffic Regulation Orders (TROs) which involves a legal process governed by strict legislation. The Road Traffic Regulation Act 1984 (RTRA) defines under what circumstances a TRO can be introduced. These are:
 - o Avoiding danger to persons or traffic;
 - o Preventing damage to the road or to buildings nearby;
 - o Facilitating the passage of traffic;
 - o Preventing use by unsuitable traffic;
 - o Preserving the character of a road especially suitable for walking or horse riding;
 - o Preserving or improving amenities of the area through which the road runs; and
 - o For any of the purposes specified in paragraphs (a) to (c) of the Environment Act 1995 in relation to air quality.

The RTRA also requires the Traffic Authority to exercise these powers to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities on and off the highway.

Any decision to restrict vehicles from parking on the road network must have due regard to these objectives.

Types of Restrictions

There are two main types of waiting restrictions:

- Prohibitive Waiting Restrictions and
- Permissive Waiting Restrictions.

Prohibitive Waiting Restrictions

Generally, prohibitive waiting restrictions are indicated by yellow road markings and the times of the control are indicated by accompanying signs (except for double yellow lines, where restrictions apply 24 hours per day and cannot have supporting signs).

Zonal restrictions can be applied to parking on the road, footways and verges. These are indicated by zonal entrance signs and repeater signs.

It should be noted that the setting down of passengers and loading/unloading is lawfully allowed, except where the following loading restrictions apply:

- Bus Stop Clearways;
- Bus Lanes;
- Clearways;
- School Keep Clears;
- Box junctions; and
- Doctors Bays.

Also, blue badge holders (disabled drivers or passengers) can lawfully park for up to three hours on Single or Double yellow lines during the hours of operation provided they do so safely, are not obstructing traffic and the badge and clock are clearly displayed with the correct time of arrival.

Permissive Waiting Restrictions

Permissive bays manage the demand for parking by assisting in addressing conflicts for parking in areas of high demand.

These are usually indicated by zonal entry signs or white parking bays with accompanying signs. The signs indicate who can park and any limits on length of stay or times of use. Sometimes designated use of a parking bay can be indicated on the carriageway in white lettering, such as 'disabled', 'doctors', 'loading' or 'permit holders only'.

Other Restrictions

School Keep Clear Markings and zig zag markings associated with pedestrian crossings - Stopping under any circumstances during the hours of operation is prohibited on School Keep Clear markings and this includes coaches, deliveries and blue badge holders. The purpose of providing School Keep Clear markings is to keep the space outside of schools free from parked vehicles so that children can be seen more easily when crossing the road.

Loading and Unloading Restrictions - These are indicated by yellow “tabs” on the kerb and can be at all times or for a prescribed period as indicated on accompanying signs. No vehicles are permitted to park in these locations during the hours of operation, including blue badge holders.

Controlled Footway Parking - Legislation is available to allow footway parking to be created using line markings and signs to delineate when parking is allowed. However, it is necessary to ensure there is a minimum of 1.2 metres of remaining footway for wheelchair users etc. These parking bays can be enforced by the Council’s Civil Enforcement Officers.

A street can be designated a footway parking zone. In this circumstance there will be a requirement to sign the street either by local signs or zonal signs but there are no formal markings on the footway and residents are left to park appropriately. This does not necessarily prevent parking causing an obstruction of the footway and where this occurs it can only be enforced by the Police.

Parking Guidelines

The Council receives numerous complaints and requests each year from residents who are experiencing local parking issues.

The types of issues that are reported include:

- Road Safety and traffic flow concerns caused by parked vehicles;
- Access to residential properties being restricted and hampered visibility on exiting;
- Parking around junctions;
- Parking on bends;
- Indiscriminate parking around schools and employment and development sites; and
- Residents have no off street parking and there is limited on street parking available.

In the majority of cases the criteria defined under the RTRA is not met and other methods need to be considered in line with the Highway Code. But in making that decision the following needs to be considered:

- What is the evidence?
- Who or where is the source of the evidence?
- What actual safety risks are there?
- What is the role of the Police and Council around enforcement?
- What is the potential impact of the TRO?
- Does it meet with local and National Regulations?

It is important to consider each issue to identify if it is a real problem and not a perceived one and the consequences of any change to Regulations do not simply displace the problem. Contentious TROs are often challenged and can be the subject of an Ombudsman investigation, it is therefore important that the powers available under the RTRA are used appropriately and that there is clear evidence to support the decision to implement the TRO.

Issues raised can be categorised as follows:

Road Safety

The highest proportion of issues raised by members of the public, parish and town councils and Ward Councillors relate to the perceived potential for risk to safety, particularly at junctions or where parking is considered hazardous. These issues are frequently close to amenity areas such as rail stations.

However, this can only be considered as a reason for a TRO if collisions are occurring or where a formal risk assessment carried out by qualified road safety professionals indicates a high risk that should be mitigated.

Cheshire East will consider parking restrictions in locations supported by evidence provided by the Police in order to reduce collisions.

Accessibility

These are issues where parking contributes to problems that affect through traffic.

However, consideration has to be given to the frequency and the effects on the volume of traffic, including the time periods.

Cheshire East will consider parking restrictions on roads where parked vehicles are proven to have a detrimental effect on the capacity and efficiency of the road network.

On Street Parking Capacity

This is where there is a conflict in demand or capacity for parking in an area. Most relate to where off-street parking is limited and conflict between residents and other road users for on street parking exists. It also includes requests for residents only parking zones.

Cheshire East will consider requests for residents parking zones in locations that meet the criteria detailed within the current Residents Parking Permit Guidance.

Cheshire East will consider other forms of parking restrictions where equivalent additional parking capacity can be provided.

Cheshire East will consider the installation of individual disabled person's parking bays where eligibility is identified through a Community Care Assessment.

Amenity

Issues arise that affect the visual or environmental amenity of a particular area. This includes parking on grass verges or where parking is considered to be a visual intrusion rather than a safety or accessibility issue, such as in conservation areas.

Cheshire East will consider restrictions in conservation areas where the equivalent additional parking capacity can be provided.

Cheshire East will consider the formal restriction of parking on footways and verges on an area wide basis

When introducing or renewing yellow lines in Conservation Areas Cheshire East will use Primrose Yellow and 50mm wide lines

When introducing new restrictions in rural and Conservation Areas Cheshire East will consider the use of Zones involving signs only at entrances

Demand for access to retail facilities and transport hubs and the associated parking capacity available can have a detrimental effect on the surrounding area and community.

Cheshire East will consider parking restrictions in villages and town centres on an area wide basis that will take in to consideration on street and off street availability and time restrictions.

School Parking

The Council actively supports and encourages a responsible approach to parking and driving outside and around schools through its road safety education programme and regular enforcement in partnership with the Police and Cheshire Fire and Rescue Service.

The Council has a Sustainable Modes of Travel to School Strategy and a Safer Routes to School programme. Working with schools that have an up to date school travel plan, this programme aims to manage and reduce the impacts of parking around schools.

The introduction or extension to parking restrictions near schools needs to consider any impacts of displacing parking problems to other local roads.

Cheshire East will assist local communities to tackle parking issues related to the school start and finish times as appropriate.

Cheshire East will seek to avoid the displacement of on street parking near schools when considering any new restrictions.

Parking associated with Employment and Development Sites

There are numerous parking issues within and surrounding many of the boroughs major employment sites. The Council will apply the guidelines alongside working with employers to reduce the impacts on the road network by encouraging both considerate parking where this affects residential areas and sustainable travel to work.

The adopted Cheshire East Local Plan Strategy 2010-2030 details the parking standards applied to new developments. It is considered that the town parking studies will support an evidence base for use in determining the parking requirements of new developments through the planning process. In certain circumstances the Planning Authority may consider departing from the standards where unacceptable pressure would be placed on the road network.

Footway and Verge Parking

The Council does not advocate parking on footways or verges due to the impact it has on other road users and the damage it causes.

Any proposals for footway and verge parking must balance the needs of all road users against the physical constraints of the highway.

Cheshire East will consider the benefit of hardened verges to cater for localised parking provision but only where this is deemed appropriate against the needs of all road users.

TRO Process

The Council will consider Traffic Regulation Orders to improve Network Management, Road Safety and Accessibility for all road users through the following process:

Priority 1 - Urgent

Those locations where there are urgent access issues, such as emergency services, refuse collection vehicles unable to travel along a road, or where a specific safety issue has been evidenced.

Priority 2 – Non Urgent

These are locations where residents are frequently competing with commuters/local workers for limited on street parking. Those requests that meet the criteria specified in the guidance will be considered with a focus on an area wide approach.

Priority 3 – Non Urgent

These are locations where alternate on street or off street parking is readily available elsewhere in the locality.

Action 11.18 – We will produce town parking studies for the two principal towns and nine key service centres across the Borough

11.4.4 School Parking

The 2010/11 School Census reveals that 21% of high school pupils are driven to school, with the figure for primary schools, which are principally in residential areas, being significantly higher at 45%. Since this Census the impacts of parking around primary schools has been highlighted as an issue by some residents and communities owing to the pressure it places on the local highway infrastructure.

The Sustainable Modes of Travel to School Policy will identify interventions aimed at minimising the adverse impact of parking at the school gates, including the development of School Travel Plans. However, given the larger catchment areas associated with rural schools, there are additional challenges faced in terms of encouraging modal shift towards walking and cycling. In addition to Travel Plans other interventions will also be implemented such as educational campaigns, exploring opportunities for off highway drop off zones and better enforcement.

Action 11.19 – We will continue to seek to minimise the adverse impacts of parking at the school gates

11.5 Integration with other modes / land use

The integration of different transport modes has the ability to increase efficiency and sustainability. A lack of integration between transport services and modes is a significant barrier to greater use of bus and rail services, causing significant increases in journey time and discouraging multi-modal travel.



Improvements in integration between road and other transport modes e.g. bus, rail, walking and cycling has the potential to decrease private car travel bringing a multitude of benefits. Likewise promoting development which is not car dependant is vital for long-term sustainability, health and the operation of the highway network.

Action 11.20 – We will implement improved car parking and cycle parking at bus and railway stations across the Borough where the opportunity exists

Action 11.21 – We will promote development which facilitates travel by a variety of transport modes

12 Delivering for Cheshire East

12.1 Monitoring and evaluation

Data collection and analysis play a key role in informing transport planning, investment and management. Subsequently, there is a need for the Council to monitor progress against the LTP in a proportionate way which does not impose unreasonable costs but gives focus to the collection and analysis of data which will be beneficial to Cheshire East.

The Council will monitor progress against the LTP on an on-going basis and produce yearly Monitoring and Evaluation Reports. Monitoring will focus on metrics related to each of the six LTP transport challenges as detailed below:

- **Supporting growth and economic strength through connectivity:**
 - **Efficiency:** Minutes of delay per hour travelled on the Major Road Network in Cheshire East: car; HGV and LGV; and
 - **Community perception of highway reliability:** National Highways and Transportation Public Satisfaction Survey – Tackling Congestion Theme.
- **Ensuring accessibility to services:**
 - **Supported bus service reliability:** Percentage of supported bus services operating within the 'six-minute window' punctuality standards (one minute early to five minutes late);
 - **Community perception of bus service reliability:** National Highways and Transportation Public Satisfaction Survey – Public Transport Theme; and
 - **Sustainable access to schools:** Number of schools supported to implement and maintain a School Travel Plan.
- **Protecting and improving our environment:**
 - **Air Quality:** Number of Air Quality Management Areas declared in Cheshire East.
- **Promoting health, wellbeing and physical activity:**
 - **Community perception of walking/cycling facilities:** National Highways and Transportation Public Satisfaction Survey – Walking/Cycling Theme; and
 - **Levels of walking and cycling:** Walking and cycling counts from both manual and automatic counts that are either already in place or would otherwise take place.
- **Maintaining and managing our network assets:**
 - **Road safety:** Number of people killed or seriously injured on roads managed by Cheshire East Council;

- **Community perception of road safety:** National Highways and Transportation Public Satisfaction Survey – Road Safety Theme;
 - **Community perception of highways maintenance/enforcement:** National Highways and Transportation Public Satisfaction Survey – Highways Maintenance/Enforcement Theme; and
 - **Highway maintenance:** Number of third party claims relating to highway condition made and number of subsequent compensation pay-outs.
- **Improving organisational efficiency and effectiveness:**
 - **Transport funding:** Amount of third party inward investment in Cheshire East's transport network e.g. from central government or its agencies, private developers etc.;

12.2 Borough wide actions

This strategy identifies the Borough wide challenges, objectives and actions in relation to transport. As discussed previously it will be supplemented by eleven Local Area Strategies which will spell out more granular detail in terms of delivery in different locations. Below are listed the Borough wide actions to be completed against each transport mode:

How we will meet the challenge	
No.	Action
6.1	We will work with the LEP and other bodies e.g. TfN to agree sub-regional transport priorities
6.2	We will lobby central government and its agencies e.g. High ways England and Network Rail for investment that brings most benefit to Cheshire East
6.3	We will support the implementation of the Industrial Strategy locally including contributing towards meeting the grand challenges for clean growth, mobility, and a data driven economy.
6.4	We will update our Sustainable Modes of Travel to School policy
6.5	We will seek to ensure that development delivered in line with the Local Plan is accessible by different transport modes
6.6	We will support activities which reduce the carbon intensity and resilience of our transport system.
6.7	We will review and update our Local Air Quality Strategy
6.8	We will support the delivery of green and blue infrastructure improvements
6.9	We will support increased levels of active transport, including through delivery of the Cycle Strategy
6.10	We will deliver our Highway Asset Management Strategy
6.11	We will work closely with partners to support maintenance of transport

	infrastructure which falls outside our remit
6.12	We will deliver in line with the Bus Service Review
6.13	We will deliver a major infrastructure investment programme
6.14	We will support investment in quality of place supporting the creation of high quality town centres

Active and smarter travel	
No.	Action
7.1	We will continue to promote smarter choices as a means of supporting leisure, commuter and business journeys to be made in more sustainable ways
7.2	We will continue to support employers, schools and other trip generators to develop, implement and monitor effective travel plans through our online resources and advice from officers where required
7.3	We will support children and young people to access schools and educational sites via sustainable modes wherever possible. Our approach to this will be identified in our forthcoming Sustainable Modes of Travel Strategy.
7.4	We will work to improve the quality of our footpaths and pavements, including through targeted investment as part of our asset led approach to highway maintenance
7.5	We will connect existing parts of the pedestrian network, close gaps and address safety concerns at identified hotspots
7.6	We will continue to maintain and improve the existing cycling infrastructure and develop a network of strategic high quality cycle routes connecting the Borough
7.7	We will support the delivery of improved walking and cycling infrastructure as part of the delivery of other major transport schemes
7.8	We will support the development of Town Cycling Plans and their integration in the Neighbourhood Plans for all towns and key service centres in the Borough
7.9	We will seek to ensure that developments are planned in a sustainable way through the inclusion of active travel facilities and linkages
7.10	We will maintain, improve and promote the paths available for leisure use, including horse riding
7.11	We will seek to ensure that the publically accessible highway and transport network supports accessibility for all and does not exclude anyone
7.12	We will continue to reduce barriers for multimodal active travel and improve the accessibility to and facilities at rail and bus stations for pedestrians and cyclists
7.13	We will facilitate the use of walking and cycling to access leisure destinations

	and for leisure trips
7.14	We will seek external funding from all sources to support active and sustainable travel interventions

Rail	
No.	Action
9.1	We will lobby for investment in rail infrastructure where it will unlock opportunities for improved rail services within the Borough
9.2	We will continue to work with partners at the sub-regional and national level to influence the specification of rail franchises in the best interests of the Borough
9.3	We will work to support additional rail services in the Borough where they will bring most benefit
9.4	We will work with partners to renew and improve rail stations and facilities, including at Macclesfield
9.4	We will work to achieve maximum Borough wide benefit from HS2 whilst achieving mitigation measures to minimise negative impacts on residents
9.5	We will use HS2 as an opportunity to drive substantial investment and improvement in Crewe, including through the development of the Crewe Masterplan
9.6	We will work to ensure that HS2 does not detrimentally impact conventional services linking to the Borough
9.7	We will support delivery of Growth Track 360
9.8	We will work with partners with the aim of reopening the Northwich to Sandbach rail line to passenger traffic
9.9	We will work with partners with the aim of double tracking the section of line between Crewe and Alsager
9.10	We will promote rail freight as a more sustainable method of haulage except in instances where there are conflicts with passenger services

Public transport information and ticketing	
No.	Action
10.1	We will work with partners to improve information around bus services and ticketing, including supporting a move to smart ticketing where appropriate
10.2	We will work with partners to improve information at interchange facilities
10.3	We will promote well maintained and accessible interchange facilities which feel safe to use day or night
10.4	We will work with passenger transport providers (bus, rail and community transport) and other partners to improve public transport integration and facilities in Cheshire East

Roads	
No.	Action
11.1	We support the establishment of a Major Roads Network and commit to additional investment in this key infrastructure if supported as necessary by national government
11.2	We will work to improve the connectivity between the local and strategic road networks
11.3	We will seek effective solutions to existing pinch points on the local road network and lobby for Highways England to resolve those on the Strategic Road Network
11.4	We will work to minimise the negative impacts of development on the highway network and seek suitable mitigation measures of all types where required
11.5	We will work to improve HGV routing through measures on street, working with developers and large trip attractors e.g. supermarkets and hauliers and through the provision of information such as the innovative Freight Journey Planner
11.6	We will support the delivery of Highway England schemes which will bring benefit to Cheshire East and actively contribute in the identification and planning of future schemes, including through the RIS2 process
11.7	We will seek effective delivery of identified major schemes on the local and major route networks as identified in Table XX
11.8	We will continue to support the use of existing speed cameras and the introduction of speed management measures at accident hotspots as determined by the Cheshire Road Safety Partnership
11.9	We will work with partners and other organisations to provide education and training to high risk groups, including young adults, children, pedestrians, cyclists and motorcyclists
11.10	We will continue to support programmes which inform all drivers and riders of the consequences of high-risk behaviours such as excessive speed, alcohol and drug impairment and not wearing seatbelts
11.11	We will continue to work with schools, employers and local communities to provide road safety training to cyclists and promote the use of active travel
11.12	We will continue to take an asset led approach to maintenance of our transport assets in an effort to achieve maximum value for money
11.13	We will seek to ensure that the transport network is increasingly secure

	against extreme weather events and disruption
11.14	We will introduce a permitting scheme with the aim of reducing the negative impact of utility and other works on highway function
11.15	We will seek provision of further functionality and continued development of the range of information on roadwork's and delays that is provided electronically
11.16	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
11.17	We will support technological advances which reduce the environmental harm caused by vehicle use
11.18	We will produce town parking studies for the two principal towns and nine key service centres across the Borough
11.19	We will continue to seek to minimise the adverse impacts of parking at the school gates
11.18	We will implement improved car parking and cycle parking at bus and railway stations across the Borough where the opportunity exists
11.19	We will promote development which facilitates travel by a variety of transport modes

Appendix 1 – Local Area Profiles

Alsager

Area Summary

Alsager is a town and civil parish located in the south east of the borough 8km from Crewe and 13km from Stoke-on-Trent, with a population of approximately 12,500. The civil parish is bordered by the parishes of Betchton to the north and Audley Rural to the south.

Five nearby settlements rely on Alsager's services, including the areas of Lawton Heath End, Rode Heath, Church Lawton, Kidgrove and Scholar Green. Due to its location in the south of the borough and its proximity to the Potteries, Alsager has close ties to both Crewe and Stoke-on-Trent.

There is significant planned development within Cheshire East supporting the Council's objective of jobs-led growth. This includes six sites consisting of both residential and employment development in Alsager as outlined in the Local Plan. This pro-growth policy position underlines the importance of effective management of the transport network to ensure journey time efficiency and reliability.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Alsager.

Challenge 1: Supporting growth and economic strength through connectivity

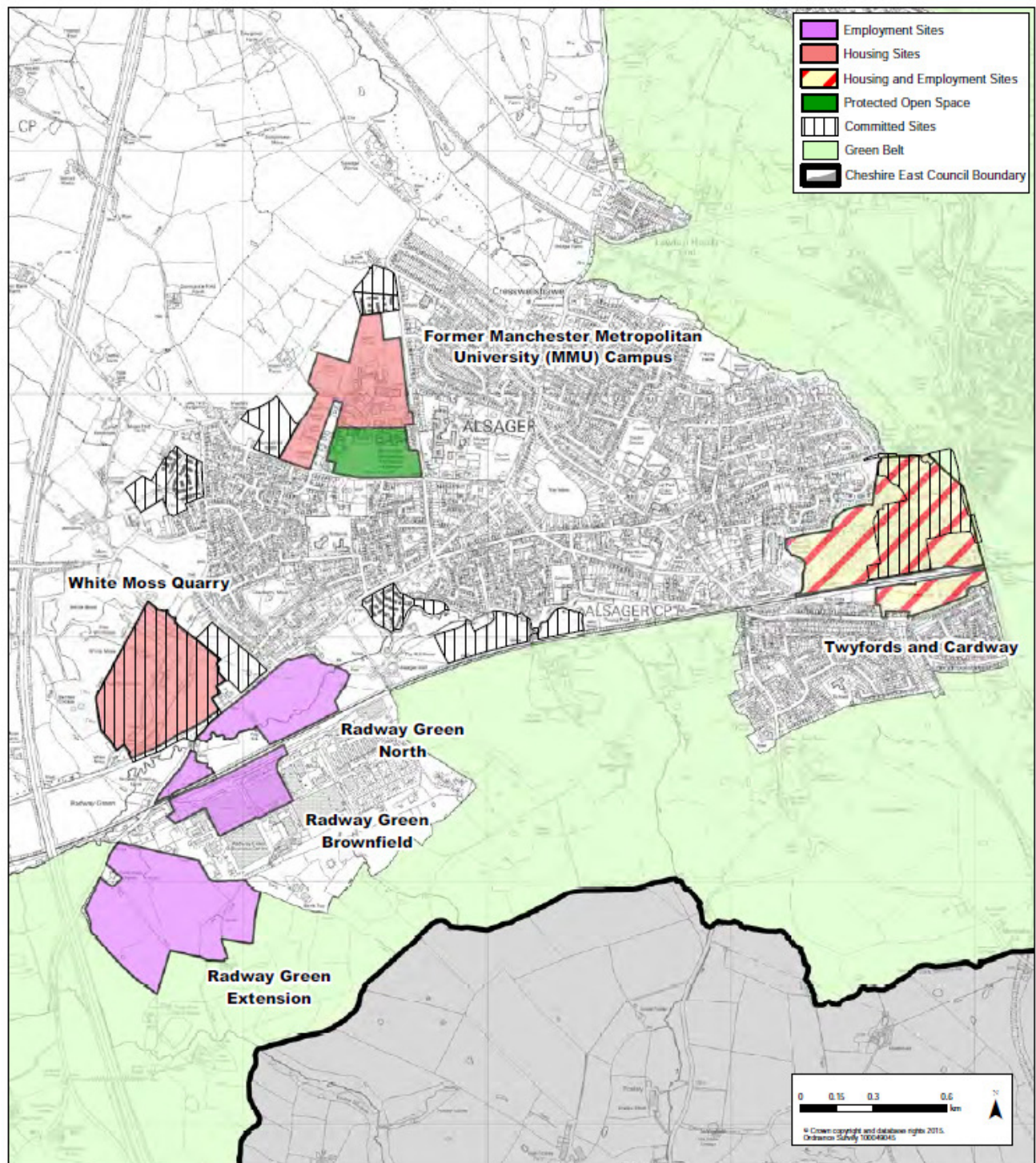
Following the conversion of Radway Green to a business park and the closure of the Manchester

Metropolitan University Campus and Twyford Bathrooms, employment opportunities within Alsager remain limited. Currently, 66% of the population of Alsager is economically active which is lower than both the national and Cheshire East averages. In addition, Alsager has a significantly higher percentage of retired residents than nationally or borough averages. The limited employment opportunities and the low percentage of economically active residents creates a particular challenge for Alsager that is reflected in the eastern part of Alsager being amongst the top 20% most deprived areas nationally. The issues with deprivation and the lack of local employment opportunities underlines the importance of delivering improved transport connectivity to Alsager as a means of supporting jobs led growth.

Less than a quarter of residents in Alsager live within walking or cycling distance of their workplace, limiting the opportunities for people to use active travel to commute. 21% of residents commute 5 to 10 km with the largest share (42%) living 10 km or more from their place of employment. This highlights the importance of bus and rail services as well as the road network to enable efficient access to work. With both bus and rail services limited to one or two services to Crewe, Stoke and other nearby service centres, 80% of commuters rely on the car to get to work with only 4% using public transport.

Alsager is located 5km from Junction 16 of the M6 and possesses good links to the strategic road network. However, there are issues relating to parts of the local road network which in some places operates at or near full capacity during peak times which increases the incidence of congestion and reduces journey time reliability, such as on the B5077. Congestion often inhibits access between Junction 16 and Alsager town centre particularly in peak periods. The junction of the B5077 Crewe Road and B5078 Sandbach Road North causes concern locally and this has the potential to inhibit local business growth and economic development.

There are several local development areas that have been designated in the Local Plan as illustrated below:



The provision of 47ha of employment land in Radway Green in addition to the housing development sites is likely to generate an inflow of workers. This has the potential to put additional stress on parts of the road network which are already under pressure, such as links with the M6 and surrounding key centres such as Crewe and Stoke-on-Trent. As such, there will be a need for new development to be delivered in tandem with road, public transport and active travel improvements in order to support jobs-led growth within Cheshire East.

Challenge 2: Ensuring accessibility to services

Alsager has an increasingly ageing population with more than a quarter of households in Alsager being of retirement age. Subsequently, services and facilities for older people need to be provided, and this has been a focus area for a number of local development sites which include land allocation for older person's accommodation. Whilst these new developments will bring much needed care services, they are located away from the centre of Alsager and related services and therefore appropriate consideration should be given to accessibility into the town centre.

Commercial bus services are currently in operation from Alsager to Congleton, Crewe, Kidsgrove, and Leighton Hospital. However, the frequency of some bus services has recently been reduced, limiting mobility options for those that do not have access to a car. Good quality public transport is needed if residents are to have good access to employment, services and education without relying on the private car.

Challenge 3: Protecting and improving our environment

Alsager benefits from proximity to open countryside and is set within an attractive landscape setting with areas of good quality open space; including Alsager Mere, Milton Park and Cranberry Moss which all add to the quality of place and life enjoyed by Alsager's residents.

Much of the proposed development plans to incorporate green infrastructure, with some offering new sport and leisure community facilities and improved opportunities for exercise. The challenge will be to ensure that these are delivered to a high standard and to reduce barriers to these facilities to ensure they are accessible for all sections of the local population irrespective of age or other factors

There are currently no Air Quality Management Areas in the town. Nevertheless, parts of Alsager along the main roads and the M6 are subject to noise pollution from high traffic flows and queueing.

Challenge 4: Promoting health, wellbeing and physical activity

With relatively low levels of active travel, a high share of elderly residents and with a small area of the town being one of the 20% most deprived areas in England, addressing physical inactivity and poor health is important in Alsager.

The town has connections to the National Cycle Network (NCN 5 and NCN70) which provides cycle access to many nearby areas for both leisure and utility trips. However, the perception of safety on routes linking nearby towns and settlements is an issue hindering the use of cycles as an alternative to short distance car trips thereby limiting the health and wellbeing benefits accrued locally.

Wherever possible, new developments should offer improved or new pedestrian and cycle infrastructure linking nearby residential areas and services.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
- Safety for all: Our transport system must be safe, and be perceived to be safe so that everyone,

especially vulnerable users feel confident to travel

- Transport resilience: Ensuring that the transport network is well maintained and resilient to extreme weather events and that their impact is minimised will be increasingly important
- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

The car is the dominant mode of commuter travel with 80% of residents travelling to work via car. This is related to the fact that almost half of residents travel between 5 and 20 km to access employment; including to commuter destinations such as Stoke-on-Trent, Congleton and Crewe. Therefore, the delivery of improved public transport to these key locations may reduce stress on the road network, in addition to required investment in the road network to increase capacity and allow for growth.

Active and Smarter Travel

Improved linkages with green and blue spaces linked to improvements in quality of place will bring health and wellbeing benefits to the residents of Alsager. Whilst improving the perceived safety of walking and cycling as an alternative for short distance car trips will help improve activity levels and help improve health and local wellbeing, this will require improved provision and maintenance of footways and cycleways. Linked to this are issues with accessibility in the town for those using mobility scooters and aids. Footpath widening and further dropped kerb installation are required in order to support independence for all. This is part of a wider ambition to focus on improving the pedestrian experience in the centre of Alsager.

The Salt Line, a former railway line linking Wheelock and Alsager and the Trent-Mersey Canal running north east of the town are both popular leisure walking and cycling routes. Alsager is also well situated within the National Cycle Network, with access to many nearby areas via bike. NCN 5 runs to the north of the town and NCN 70 runs to the west of the town. Access to these routes via connecting infrastructure could be improved to increase usage.

The significant proposed employment and housing development in Alsager needs to be well integrated into the transport infrastructure network. This should include walking and cycling

infrastructure linking to residential areas, employment and key services. Within the plans for new employment areas, particularly Radway Green, are new pedestrian and cycle links to residential areas and nearby shops which are likely to increase the uptake of active transport bringing health and wellbeing benefits.

Bus

Bus services link various areas of the town, and also connect Alsager with nearby towns, with services offering connections to Crewe, Sandbach, Congleton, Nantwich and the Potteries. Evening and Saturday services are limited on bus services between Nantwich and Scholar Green, which also call at Sandbach, Alsager and Leighton Hospital. The community have also reported relatively long bus journey times to access Leighton Hospital to the north west of Crewe.

Two bus interchanges exist within Alsager, at Alsager Bank Corner bus stop and Alsager Railway Station. The interchange between the two bus stations would also benefit from improvement to support wider growth in bus usage. These services will need to be further developed through improvements to ticketing, information of services and infrastructure.

In future, there are aspirations to provide improved connections between attractions and destinations, such as the town centre and employment areas, and ensure that new developments are fully integrated into the public transport network.

Rail

Alsager Railway Station is unstaffed, managed by East Midlands Trains and provides hourly links via Stafford, Lichfield and the Trent Valley Line to Northampton, Milton Keynes and London Euston as well as two hourly trains to Crewe. Due to its unstaffed nature the installation of ticket machines at the station would support ease of use. There is also a desire for greater connectivity to Crewe via rail in the evening and weekends as off-peak services can make rail a viable alternative to the car for many. Improving services at the station would encourage use of rail in Alsager.

To build upon the increase in usage (9%) from 2015/16 to 2016/17, the connections between Alsager station and residential as well as employment areas and nearby transport hubs require improvement. This would make it easier to combine public transport and walking or cycling, whilst also potentially encouraging car users to shift to public and active transport to get from home to work and vice-versa. An integrated and joined up network of transport would improve access and support growth.

Roads

In order to address safety and improve capacity, improvements are planned for a number of local junctions. Improvements to the B5077/B5078 junction and other local junctions (A5011 Linley Lane/Crewe Road, Hassall Road/Church Road/Dunnocksfold Road) are being progressed and are currently at the preliminary design or concept stage.

The signalised junction of the A5011 Linley Lane/Crewe Rd also has the potential to be impacted by proposed development sites, with capacity issues likely to occur if not mitigated against. Similar issues may arise on the Hassall Road/Church Road/Dunnocksfold Road mini roundabout following future development of the former MMU campus. From examining the various congestion issues, it is evident that junction improvements need to be implemented in order to support growth of housing and employment in Alsager. This will support the Council's jobs-led growth agenda, allowing housing and employment development to progress.

A total of four car parks (403 spaces combined) exist in Alsager and are all free of charge with it being observed that public car parks within the town can be particularly busy during peak times. Alsager would benefit from additional parking at Alsager rail station to encourage greater use of rail.

Congleton

Area Summary

Congleton is a market town in the eastern part of the borough, and lies on the River Dane which runs to the north of the town centre. Congleton lies half way between the principal towns of Crewe (15km) and Macclesfield (10km). Nearby settlements which rely on Congleton as a local service centre include Astbury, Hulme Walfield, Havannah and Eaton.

There is significant planned development within Cheshire East supporting the Council's objective of jobs-led growth. This includes a total of seven sites in Congleton as outlined in the Local Plan, which consists of employment, housing and mixed use land; with the majority of this development situated to the north west of Congleton associated with delivery of the Congleton Link Road. This pro-growth policy position underlines the importance of effective management of the transport network to ensure journey time efficiency and reliability.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Congleton.

Challenge 1: Supporting growth and economic strength through connectivity

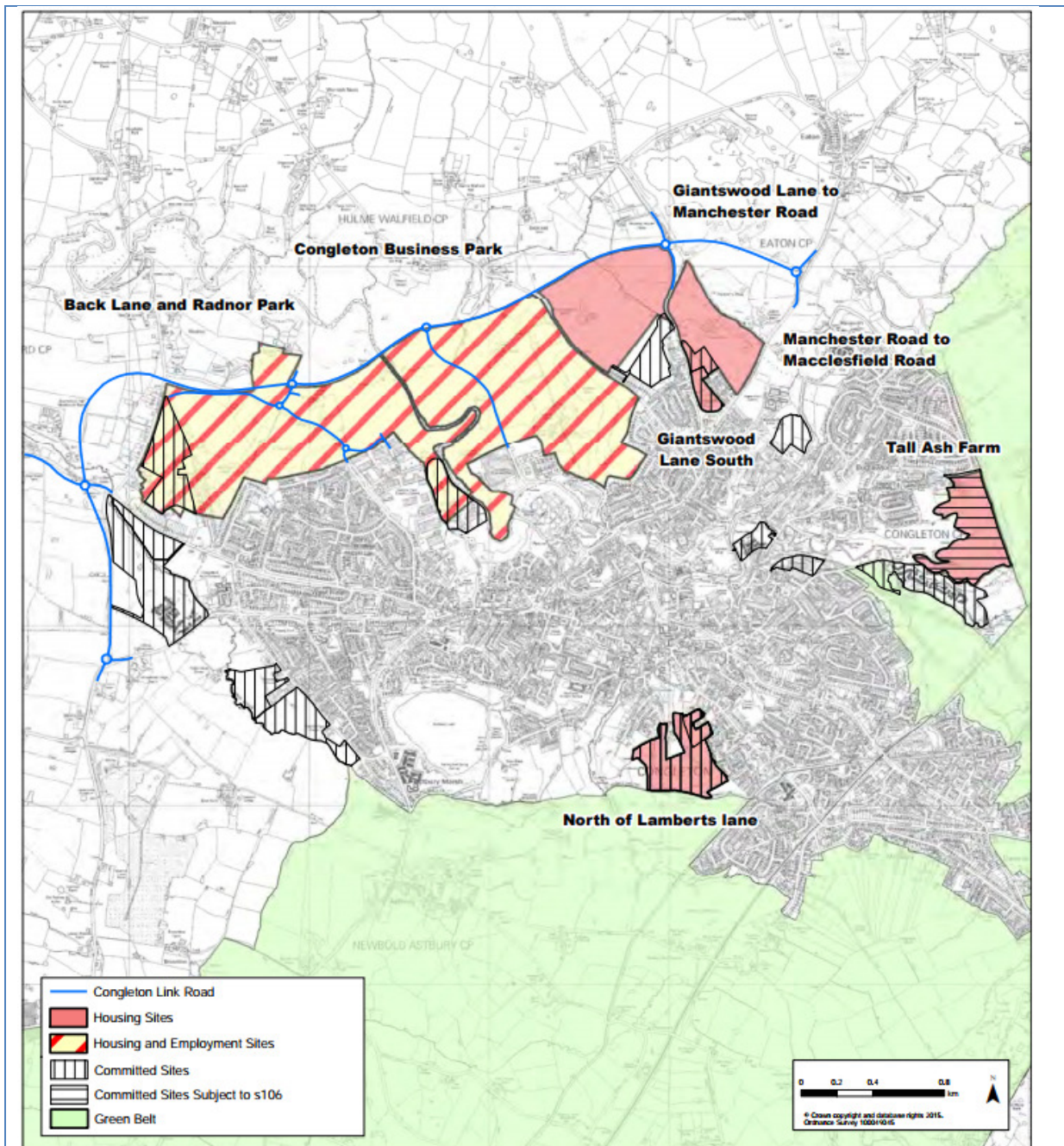
Congleton is relatively well connected to surrounding economic centres and the national transport network. It is linked to Manchester and Stoke-and-Trent via the A34, the M6 is 11km from the town and linked by the A54 and the A534. Congleton rail station is located on the Manchester to Stoke-on-Trent line.

69% of Congleton's residents are economically active. Within the town, one area figures amongst the top 20% nationally most deprived.

Locally many residents are employed within the manufacturing sector due to the number of major manufacturers within the area, including Siemens, Airbags International and Berisford. A majority of employers are located on five major employment sites:

- Eaton Bank to the north of the town centre alongside the River Dane;
- Congleton Business Park to the north of the town centre;
- Daneside Business Park to the north of the town centre;
- Greenfield Industrial Estate on the western side of the town; and
- Radnor Park Industrial Estate located to the west of the town centre.

Several developments are planned in Congleton as identified in the Local Plan, as outlined below:



These developments are expected to generate employment-led growth to allow business expansion and attract new investment. This is expected to increase the number of residents within the area, which are accommodated for in the increased housing availability identified in the Local Plan. All of these factors combined will generate economic growth, and it is important that the right transport investments are made to facilitate this jobs-led growth in Congleton.

The concentration of residential housing growth to the north of Congleton will require consideration of improved links to key services from these areas, not least to Congleton Town Centre.

Given the prevalence of long distance commuting, expected development and the deprivation issues associated with some parts of the local area, enabling transport access to employment areas as well as local services and transport hubs is essential to supporting economic growth. Considering the high

levels of car travel and the low share of rail use amongst commuters, it should be investigated how to facilitate a shift to rail where possible to ensure sustainable long-term connectivity to key economic centres and employment areas.

In addition, traffic flows are reaching capacity on the A34 corridor particularly in the peak periods, with congestion and delays occurring as a result. In order to support growth in Congleton and sustain the road network for the future, it is important to maintain good connectivity for all road users. Investment into the transport infrastructure will need to address road capacity issues in Congleton with the planned Link Road playing a significant role in this regard.

Challenge 2: Ensuring accessibility to services

With over 20% of the local population aged over 65, a figure above the national average, it is important that local amenities are accessible to all, including those without access to a car. The closest hospital is the Macclesfield District General Hospital, which is approximately 12km and 30 minutes away by public transport. There is no direct connection to the hospital from Congleton, as all public transport options require changing at least once or a walking leg of the journey.

Congleton has nine primary schools and two secondary schools; with colleges and higher education available further away in Crewe and Stoke-on-Trent. Ensuring sustainable and safe access to local schools and public transport options to further education is therefore vital to ensuring access to education and keeping Congleton an attractive place to live.

Challenge 3: Protecting and improving our environment

A number of community parks, greenspaces and outdoor areas exist throughout the town, including Astbury Mere, Congleton Park and the Dane-in-Shaw Pastures with the quality of greenspace in Congleton being recognised by Natural England. Transport improvements need to preserve these areas and provide sustainable means to access green spaces as a means of supporting improved health and wellbeing, an aim which is incorporated into the design of several new developments.

Three Air Quality Management Areas have been declared in Congleton with all three due to limits for annual mean nitrogen dioxide emissions being exceeded as a result of high traffic flows and congestion. All are situated on or near the A34, one in West Road between the A34 and Forge Ln, one on the A54/A34 intersection and at Lower Heath near the junction with Dane Bank Avenue. Additionally, noise levels exceeding 75 dB exist throughout Congleton on West Road, Clayton Bypass, Rood hill and Lower Heath, constituting a nuisance for adjacent residents. Reducing congestion levels and the negative impacts of traffic is therefore necessary through transport improvements and traffic management to ensure that sustainable growth can be achieved in the future.

Challenge 4: Promoting health, wellbeing and physical activity

Local green spaces in Congleton offer significant potential for increasing the level of physical activity through active travel and leisure activities. Congleton is also located along the national cycle network routes NCN 573 and NCN 55 offering routes to nearby service areas. The town is connected to the canal network via the Macclesfield Canal which contributes to the recreational activities available locally. There are a number of walking and cycling facilities in the town requiring improvement or promotion, including the Biddulph Valley Way which is a recreational walking and cycling path from Congleton to Biddulph.

Congleton has an ageing population and it is important to provide accessible transport options for older people.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
- Safety for all: Our transport system must be safe, and be perceived to be safe so that everyone, especially vulnerable users feel confident to travel
- Transport resilience: Ensuring that the transport network is well maintained and resilient to extreme weather events and that their impact is minimised will be increasingly important
- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

Residents from Congleton commute to Macclesfield, Alderley Edge and more generally towards the north and to a lesser extent the Potteries. Significant numbers of commuters travel to Congleton from Rode Heath, Biddulph, Alsager and Kids Grove i.e. from the south of Congleton.

The majority of commuters (77%) use the car to travel to work, while the remaining residents mostly walk to work (11%) and cycle (2%) with only 4% using public transport in the form of bus and rail. Almost a quarter of commuters travel less than 2km to work and an additional 9% travel less than 5km. Almost half of commuters travel more than 10km to work, due to the significant number of residents commuting to Manchester, Macclesfield, Alderley Edge and Stoke-on-Trent.

Active and Smarter Travel

Cycling and walking infrastructure is fragmented, and segregated cycling routes are limited which reduces accessibility of walking and cycling. Major roads cutting through Congleton such as the A34, A54 and A534 with their high traffic flows further constitute barriers to walking and cycling. A

number of proposed developments outlined in the Local Plan intend to improve connections, with a number incorporating new pedestrian and cycle links into their design. The integration of the developments into existing and future transport networks needs to be ensured, in order to ensure that transport is well integrated into residential and employment areas.

The Biddulph Valley Way, just outside of the town centre to the border with North Staffordshire, offers a multi-user route for walkers, cyclists and horse riders, and this route has the potential to be expanded to further increase walking and cycling options. This could be through maintenance of the route, and improved surfacing and access points.

The cycle routes NCN 573 (Congleton to Davenham via Goostrey) and the NCN 55 (Ironbridge to Preston) pass through Congleton and offer substantial stretches of off-road cycling. Alongside this, Macclesfield Canal towpath improvements and the promotion of a cycle route from the Railway Station to Congleton town centre have been suggested. If these improvements were to be implemented, this could support economic growth and stand as a viable option for commuters.

Bus

These services provide hourly or better access to the major service hubs of Macclesfield and Crewe, Alsager and Sandbach, although few of these services operate on a Sunday and during evenings. The Beartown service offers a local circular service every half hour apart from Sundays, linking local destinations within Congleton.

Improved transport integration through links between the bus and train stations are also likely to be well utilised and improved services, frequencies and coordination of schedules. The bus network in Congleton is supported by two bus interchanges. The principal one is at the Congleton Fairground Bus Station, and another smaller facility at Congleton Railway Station.

With the extent of developments planned for Congleton, there is an aspiration to provide improved connections between the town centre, employment areas, and new housing developments to ensure that they are integrated into the public transport network.

Rail

Congleton Railway Station, managed by Northern Rail, is located on the Manchester to Stoke-on-Trent branch of the West Coast Main Line providing indirect access to London Euston (via Stoke-on-Trent). Other destinations served by the train station include Kidsgrove, Macclesfield, Manchester Piccadilly (41 minutes), Poynton, Stockport and Stoke-on-Trent (16 minutes). Subsequently, the rail station provides access to several major destinations, many of which are commuter destinations, and therefore there is the potential for greater uptake of rail transport.

To support this, rail services which are currently limited to an hourly stopping service to/from Stoke and to/from Manchester via Stockport, should increase in frequency; which would require support from central government and discussions with the Train Operating Company. Rail usage levels have recently increased by 10.8% from 2015/16 (313,290) to 2016/17 (347,208) showing an increase of importance of rail as a mode of travel. Improved integration of the rail station with other modes of travel, such as bus or active modes would further increase the attractiveness of rail travel.

Roads

Congleton is well connected to the strategic road network, located approximately 11km east of the M6 motorway. The A34 road links the town to Stoke-on-Trent and Manchester with the A536

offering connections to Macclesfield. Manchester airport can currently be reached via car in approximately 40 minutes, whilst Crewe is accessible within a 30-minute drive.

Other key junctions that suffer from the impacts of congestion include:

- A34 Rood Hill / A54 Rood Hill / A34 Clayton By-pass (signalised junction)
- A34 Clayton By-pass / Barn Road / A34 Clayton Bypass (roundabout junction)
- A34 West Road / West Street / A34 Clayton By-pass (roundabout junction)
- A34 West Road / A54 Holmes Chapel Road / A34 Newcastle Road / A534 Sandbach Road (roundabout junction / gyratory)

It is important that issues at these junctions are addressed in order to create improved road capacity and enable future growth and investment into Congleton. This would support the jobs-led growth agenda of the Council, and create a sustainable road network with capacity for future growth.

Congleton Link Road is a major scheme that gained planning approval in June 2016. This road will create a connection between the A534 Sandbach Road and the A536 Macclesfield Road. This will unlock some of the opportunities for employment and housing identified above, and is expected to generate further inward investment at established locations such as Congleton Business Park, and improve access to Radnor Park Industrial Estate. Congleton will also gain a connection to the M6 Growth Corridor, which will increase investment in manufacturing/engineering; an industry key to the towns heritage and future. The link will reduce traffic congestion in the town centre, and improve local air quality.

Congleton has a total of 13 car park sites, of which 7 are free of charge. Altogether, 844 parking spaces are available in and around the town.

Crewe

Area Summary

Crewe is a principal town within Cheshire East, with a historic industrial centre which is also a significant railway hub. The town lies approximately 30 miles south of Manchester and Liverpool, and 50 miles north of Birmingham.

Crewe plays a strategically vital role within the economy of the Cheshire & Warrington sub-region, as well as providing a service centre for the nearby settlements of Haslington, Shavington, Weston and Willaston.

There is significant planned development within Cheshire East supporting the Council's objective of jobs-led growth. This includes a number of committed sites in Crewe as outlined in the Local Plan. This pro-growth policy position underlines the importance of effective management of the transport network to ensure journey time efficiency and reliability.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Crewe.

Challenge 1: Supporting growth and economic strength through connectivity

Crewe is exceptionally well connected and possesses significant growth potential, with the 'Constellation Partnership' growth programme aiming to capitalise on Crewe's relatively

unconstrained availability of land, a strong business and human capital base and future improved connectivity to major economic hubs and markets through the proposed HS2 Hub.

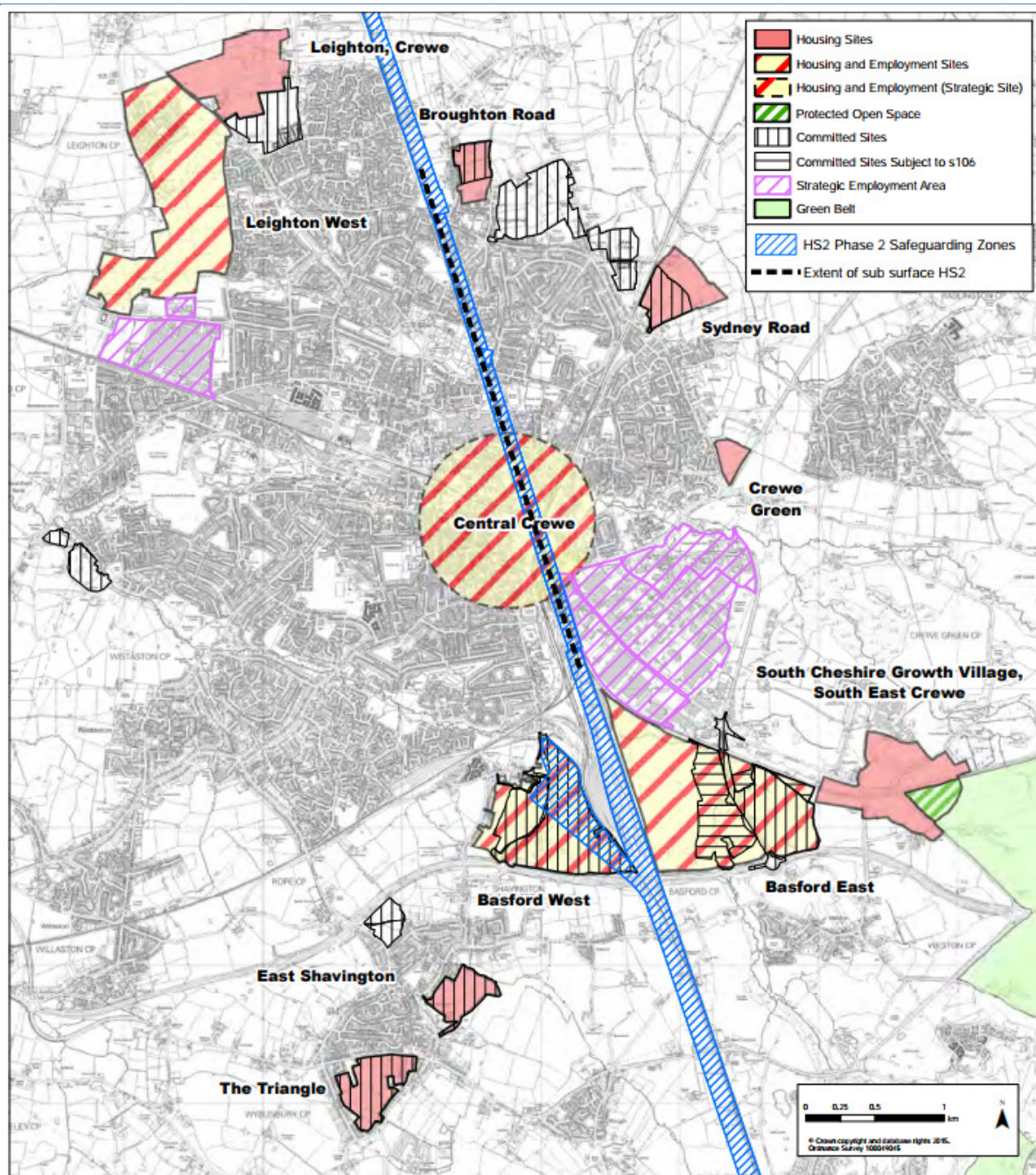
Crewe is well located for connectivity to the UK's motorway network, creating an attractive location for logistics and manufacturing activity. Crewe's main roads are the A530 and the A534 running north-south and the A500/Nantwich bypass/A51 running west-east to the south of the town. The presence of numerous rail lines converging in Crewe results in congestion as a result of limited road and rail crossing points. In peak periods, congestion exists on the A534 Nantwich Road with resulting impacts on air quality and the A530 Flowers Lane junction, which may be exacerbated by the proposed Leighton West development. It is important to address congestion within Crewe itself in order to unlock some of the sites for development in the Local Plan and enable growth. Addressing these issues will allow for a road network which has the capacity to cater for future planned growth and investment, creating a sustainable road network in Crewe.

Proposed developments are forecast to impact various junctions across the town unless successfully mitigated:

- A530 Middlewich Road / Smithy Lane;
- Flowers Lane / Bradfield Road / Smithy Lane;
- A51 / Middlewich Road;
- Crewe Road / A500;
- Crewe Green Link Road, South Roundabout;
- Weston Road / University Way;
- A500 / A531 / A5020;
- Macon Way (roundabout with A534/A532);
- A534 Nantwich Road / A5019 Mill Street / B5071 South Street;
- Sydney Road / Herbert Street; and
- A534 Crewe Green Road / A5020 University Way / Hungerford Road.

It is important to provide solutions to these junctions in Crewe in order to provide the capacity and resilience for future growth through housing, employment and other investment in Crewe. Increased investment is already becoming evident with Bentley Motors recently announcing £1billion investment further securing Crewe's status as a premier location for excellence in manufacturing and engineering. This planned transformational change in Crewe means that the town has the potential to become a key northern economic centre in future. With the arrival of HS2 in 2027, this is likely to further increase the attractiveness of the area for future investors. It is important that these developments are planned with the required supporting transport infrastructure needed in order to ensure sustainable growth of Crewe and its economy.

Several developments are outlined in the Local Plan to cater for growth in housing and employment, with the majority located in the town centre, adjacent to the existing rail station to the south and the industrial parks to the north west; as shown below:



Economic growth and inward investment is likely to increase commuter flows to the area, which are already relatively high as Crewe supports around 40,000 work-based employees in 5,000 businesses. Also, 4.9 million people currently live within a one-hour journey of Crewe and the arrival of HS2 will significantly increase this figure. The Crewe Masterplan details the following growth scenario to 2043 relating to the provision of the HS2 Hub:

- GVA £1.1bn to £2.9bn;
- Commercial floor space of 107,000m² to 590,000m²;
- 23,000 to 60,000 jobs; and
- 3,500 to 10,600 homes.

The journey speed and efficiency improvements HS2 will bring with London and other major cities, coupled with existing good connections via the strategic road network and attractive land values will

create strong pull factors for office markets, regional hub employers and major retailing. It is a challenge for Cheshire East to ensure that the benefits which arise from HS2 are visible borough wide.

As a result of 69% of commuters travelling by car in addition to development as described above, the road network in Crewe experiences congestion at peak hours. Two major road schemes are currently being progressed, which will help ease congestion. However, with future predicted growth in Crewe it is a challenge to further relieve congestion in additional places on the network.

Although Crewe town centre is relatively close to the Grand Junction Retail Park the area feels disconnected and hence footfall is anecdotally lower than could be expected given the retail offer. There is a challenge to better integrate the retail park and the town centre in future years to complement the redevelopment of the Grand Arcade site, thereby revitalising the town centre.

Challenge 2: Ensuring accessibility to services

Crewe is the most demographically varied area of Cheshire East, with the most densely populated areas found in north east Crewe. It has the youngest population of the borough, lower average income than other places in the borough and also the most deprived areas within Cheshire East. Ensuring access to opportunity, health care and education is therefore of particular importance in Crewe.

Crewe benefits from an array of education assets and providers; including primary schools, secondary schools, sixth forms, and colleges and other tertiary education providers. A number of these schools are located on or nearby busy roads and parking from school drop has the potential to create safety issues. In addition, given that school-related traffic forms a significant proportion of peak traffic, ensuring sustainable access to education has a significant role in ensuring accessibility for local residents.

A number of the main roads in Crewe can act as real or perceived safety barriers to walking and cycling due to the high vehicle flows. Limited pavement quality has been raised as an accessibility issue, especially for older people and those with reduced mobility.

A number of key employers are located within the urban area of Crewe, including Grand Junction Retail Park and Crewe Business Park, and businesses located within the town centre. Some, such as Crewe Business Park, are accessible on foot from the station. Others are further away which discourages public transport and walking use and subsequently they are accessed primarily by car. The challenge is to increase accessibility to these areas via alternative modes of travel and to integrate them into the public transport network. The challenge within Crewe itself, is to improve accessibility focused on improved pedestrian connectivity to the town centre and employment, particularly between residential areas and employment sites, aiming to reduce car use for short journeys. Improved local accessibility and connections to the public transport network is especially important as 25% of Crewe's residents do not have access to a car.

Currently, there are no direct links from Crewe to Macclesfield or Knutsford and this could allow for new employment opportunities generated by HS2 to be accessible across Cheshire East. In addition, station capacity is also a potential problem particularly for terminating trains. Although the current track layout at Crewe has capacity for terminating services from the south, the north side is more constrained. In particular, there is a lack of capacity for additional terminating services from the lines to Liverpool, Warrington and Manchester.

Challenge 3: Protecting and improving our environment

As a result of ongoing development in Crewe, a Green Gap policy is in place to ensure Crewe and nearby settlements do not coalesce whilst still leaving appropriate scope for further development in the Local Plan period and beyond. The long term objective is preventing Crewe, Willaston, Wistaston, Nantwich, Haslington and Shavington from merging into each other. As such, areas of green space need to be protected forming a gap between the settlements and supporting improved access to recreational space.

Within Crewe, three Air Quality Management Areas (AQMA) have been declared due to exceedance of annual mean nitrogen dioxide levels as a result of high road traffic levels and congestion. All three AQMA are located on busy roads within central Crewe. One is along Nantwich Road between the rail bridge and Ruskin Road, the second is on Wistaston Road between Bridle Road and Duke Street with the third on the A532 Earle Street from Thomas Street to Manchester Bridge at Vincent Street. Noise issues have also been identified along the A534 Haslington Bypass, Crewe Green Road, Nantwich Road, the A530 Middlewich Road and the A500. There is an aim to improve air quality in Crewe, and address the AQMA. This will create a more pleasant and attractive place to live and work.

It is the Council's vision to continue to maintain and improve the image of Cheshire East and its high quality of place. The aim for Crewe is to continue to be attractive for investors, as a place to live and also as a place to visit. As such, new developments in Crewe are now expected to contribute to 'The Green Infrastructure Action Plan for Crewe', through the provision of green spaces and walking/cycle routes and by working towards environmental objectives.

Challenge 4: Promoting health, wellbeing and physical activity

Crewe experiences more deprivation than the rest of the borough and its rural hinterland in terms of health, income and educational performance. Particularly in urban Crewe, five areas are judged as being in the 10% of most deprived areas nationally. In addition, physical activity rates in Crewe are some of the lowest in the borough. Subsequently, a key challenge is to increase physical activity and health within Crewe such as through active travel.

Cheshire East has an ageing population with a significant proportion of the population aged over 65. There is an opportunity to continue to enhance active travel opportunities for some older people whilst also recognising this may not be an option for some and there is a requirement for suitable accessible means of transport that supports independence and wellbeing.

Challenge 5: Maintaining and managing our network assets

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Challenge 6: Improving organisational efficiency and effectiveness

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Transport Issues and Opportunities

Travel demand

Crewe attracts a net inflow of commuters, with flows of people commuting into Crewe higher than the people going out for work. The biggest attractors of commuters are Crewe Business Park, Gates Industrial Park, Bentley Motors, Leighton Hospital and the Grand Junction Retail Park. These flows of workers make it important to have a road network that can meet demand.

A significant number of commuters come from nearby places such as Nantwich, Sandbach and Alsager for which public transport can provide a feasible alternative. There is also a large inflow of workers commuting in from the Potteries. The remaining inflow comes from the Mid-Cheshire towns and other key service centres in the borough. Outflows are largely limited to nearby places such as Nantwich and to a lesser extent Manchester, the Mid-Cheshire towns and the Potteries.

Around 69% of commuters travel to work by car, while 16% walk to their workplace, 6% cycle and 6% use public transport. These levels of walking, cycling and bus commuting are amongst the highest values in the borough. However, only 2% of residents use the train to travel to work, despite the good rail connections offered by Crewe station.

More than 60% of journeys to work are made within the Crewe and Nantwich area, indicating a high proportion of residents working in close proximity to where they live. With a large proportion of employees living within 10km of their workplace and only 24% travelling more than 10km there is the potential to shift a proportion of work related trips to more sustainable modes of travel such as walking, cycling or public transport.

Active and Smarter Travel

Attempts to increase physical activity levels in the area are already underway, with the delivery of the Lifestyle Centre in central Crewe that incorporates leisure, library and care facilities. As part of the Sustainable Travel Transition Year, travel planning advice was provided to local businesses and institutions. A substantial share of commuters and students live within walking and cycling distance

of their workplace or educational facility. However, capital investment in physical pedestrian and cycling infrastructure is necessary as the main barriers to increased active travel are fragmented networks and poor perceptions of safety. A Crewe Cycling Infrastructure Plan has been developed to plan a network of high quality routes.

Some local cycle routes are well utilised with National Cycle Network route 451 from Wrenbury to Nantwich, Crewe, and Sandbach experiencing a recent increase of 43% in the number of cyclists using the route, and a 60% increase in pedestrian usage. The route forms a link between Route 45 and Route 5 with the scheme directly linking Reaseheath College, Leighton Hospital and a number of major employers within the local area. Similarly, the Connect2 Crewe to Nantwich Greenway provides a high quality walking and cycling route. Additional benefit would be gained from extending the off-road provision up to Leighton Hospital, as well as creating improved links to the town centre. The success of this cycle route can be built upon by increasing the number of cycle and pedestrian routes passing through the town centre.

In addition, there is an opportunity to link new developments, such as Leighton West, to existing walking and cycling infrastructure to ensure that active travel is a feasible and attractive option for residents and employees living and/or working in new developments.

Bus

Crewe bus station is the major bus hub in the town and for the borough. The Local Plan outlines redevelopment of Crewe bus station as part of the Crewe Royal Arcade which will contribute to regeneration of the town centre; plans for which are currently being developed.

Most buses to and from Crewe are commercially operated with connections to: Winsford, Alsager, Kidsgrove, Leighton Hospital, Shavington and Macclesfield. The commercial service is supported by a number of financially supported services by the Council which include connections to Middlewich, Holmes Chapel, Congleton and Nantwich. Some services cross the Cheshire East border to destinations such as Chester. All services operate weekdays, with less services on evenings and weekends in some instances.

Rail

Crewe has long been established as a major railway hub, currently facilitating 200,000 commuter journeys per year and often referred to as the 'Gateway to the North West'. Crewe's rail network will experience extensive growth due to the arrival of HS2 and this will significantly increase the number of commuters entering Crewe via rail. The rail station is situated less than a mile from Crewe town centre, however, connectivity and integration of modes between the town centre and the station needs improvement.

Crewe station currently offers services to London, Warrington (and northwards), Wales (both North and Mid Wales), Stoke-on-Trent, Derby and the East Midlands, and the Manchester Line. Travel times from Crewe to London are 96 minutes which will decrease with the arrival of HS2, and services to Manchester take 35 minutes. It is a long term aspiration of the Council to reopen the Sandbach to Northwich Line from Crewe. The Council is lobbying relevant bodies for improved services and improved connectivity for Crewe as part of existing arrangements (including better links to Manchester Airport) and also with a view for the delivery of HS2. The Council has also supported development of a vision for the Crewe Hub which will address capacity constraints at Crewe station whilst acting as a catalyst for wider regeneration of the area.

Roads

There is currently ongoing investment from Highways England to enhance capacity on the M6 (e.g. smart motorway scheme between M6 J16 and J19), reinforcing Crewe's good national connectivity.

In order to address congestion and support delivery of the Local Plan, the Council are currently progressing three major road schemes in Crewe itself. These aim to ease urban congestion, unlock economic growth and support job creation opportunities:

- Crewe Green Roundabout – the redesign of the roundabout in the east of the town will reduce queueing and congestion allowing more efficient access to Sandbach and the M6;
- Sydney Road Bridge – this is one of three rail bridges in the town, which will be replaced by a two-lane bridge to remove this existing bottleneck; and
- A500 dualling scheme giving better access to the M6 and the Potteries.

In addition, the Council has secured a proportion of funding for the Leighton West Spine Road and related transport improvements in North West Crewe to enable the delivery of housing developments in the area.

Further work will need to be conducted over the lifetime of this LTP to consider road access improvements to enable benefit realisation from the HS2 Hub connectivity improvements. This work will be conducted in accordance with the Crewe Masterplan and alongside planning for HS2 infrastructure.

There is substantial car parking in Crewe which can act to dislocate the town centre from the surrounding areas. The introduction of town centre multi-storey car parks have been subsequently proposed as a means of rationalising surface car parks. There have also been concerns raised around parking charges, with observation of higher charges in Crewe compared to other areas of Cheshire East.

Key employment areas also suffer from limited parking capacity, especially around Crewe Business Park (CBP) and Gates Industrial Estate. New developments are likely to increase parking demand and therefore mitigating measures, such as the provision of active travel infrastructure, shuttle bus services or additional levels of on-site parking where appropriate could be considered.

Handforth

Area Summary

Handforth is a suburban town, situated in north of the borough. Near to the border with Greater Manchester, the town is situated between Wilmslow in the south and Cheadle in the north. Despite its proximity to Greater Manchester and Wilmslow, Handforth maintains a suburban character. The surrounding areas of Heald Green and Woodford rely on Handforth's services, including local amenities in the town centre and Handforth Dean Retail Park.

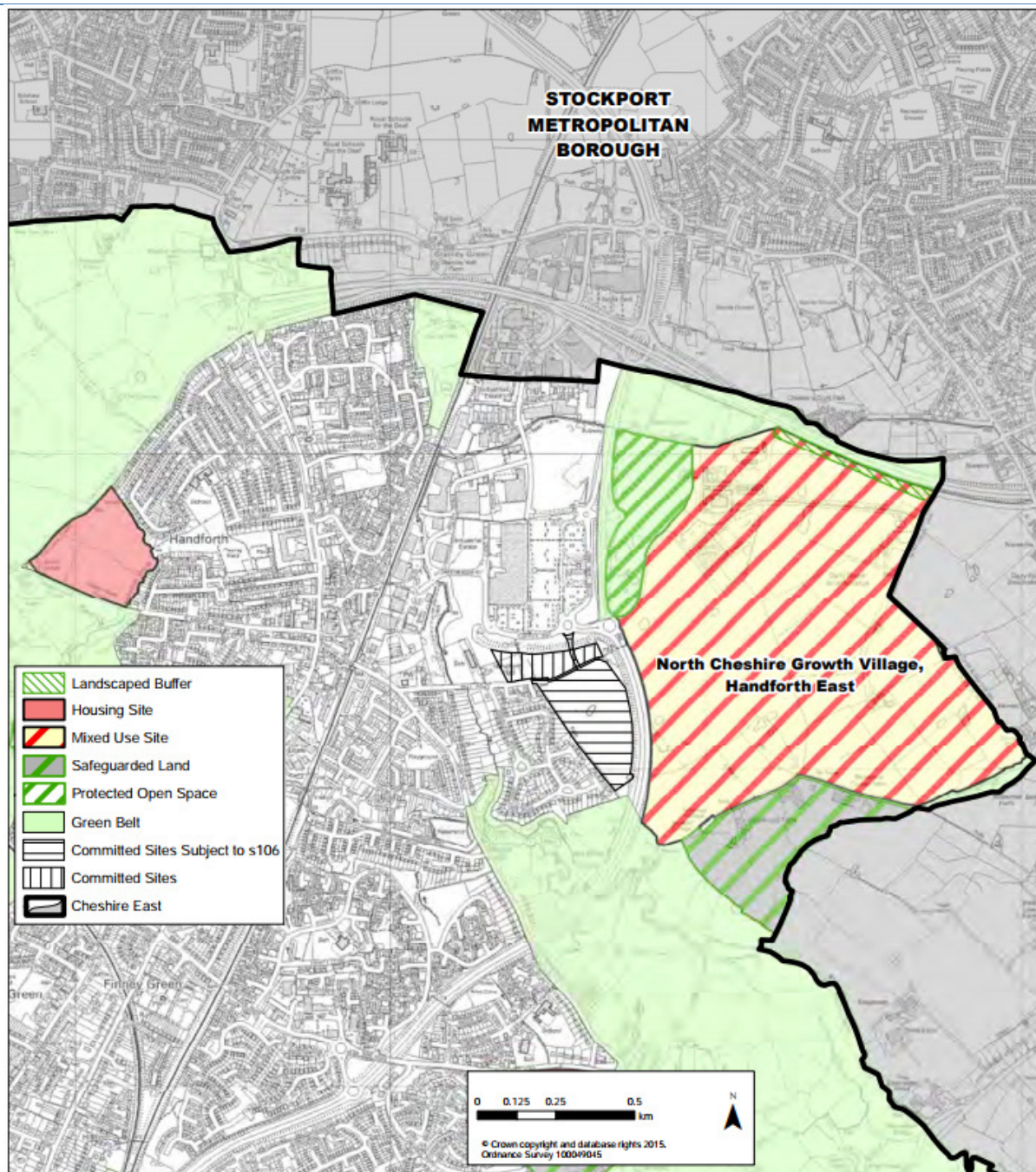
There are significant economic ties and cross-border movements between Handforth and Greater Manchester, with the town benefitting from job opportunities in Greater Manchester and also inflows of workers coming in to Handforth from Greater Manchester. Linked to this is significant planned growth both in Handforth and wider Cheshire East as identified in the Local Plan. Growth is also planned within the Greater Manchester boundary as identified in the Spatial Framework. Subsequently, there is a real requirement to ensure the local transport network operates efficiently and effectively to support jobs-led growth and continued success.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they specifically impact Handforth.

Challenge 1: Supporting growth and economic strength through connectivity

There are a number of sites identified in the Local Plan for significant levels of development in Handforth. These include LPS 34 with approximately 250 homes identified for delivery between Clay Lane and Sagars Road, and LPS 33 the North Cheshire Growth Village which will include 1,500 homes and 12 hectares of employment land. These developments are shown in the map below. There are also some other Local Plan sites in close proximity to Handforth, in the neighbouring key service centre of Wilmslow.

Handforth development sites will total 12ha of employment land and 1,750 new homes, which is a significant expansion of housing in the area. These sites are considered well located for employment opportunities both in Cheshire and Greater Manchester. It is important to maintain an appropriate level of accessibility to new development sites without negatively impacting connectivity to existing residents and businesses; as a means of ensuring that the transport network can support future jobs-led growth in Handforth.



Economic activity in Handforth is closely linked to Greater Manchester with commuters travelling to Manchester to work and vice-versa. This relationship is supported by relatively efficient rail links, with two direct trains per hour to Manchester and one to Crewe. However, bus, walking and cycling links between Handforth rail station and main employment sites such as Handforth Dean and Stanley Green can be inefficient impeding multi-modal connectivity.

This lack of multi-modal connectivity is demonstrated by the fact that almost three quarters of Handforth residents commute via car. With commuter traffic exacerbating congestion, in particular on the A34 bypass during peak times and on Wilmslow Road through the town centre. Road connectivity will soon be improved with the completion of the A555 Manchester Airport Eastern Link Road, resulting in an improved direct route from the M60/M56 which will offer reduced impact on

some local roads and significant economic growth potential for Handforth. In addition, better access to and from Manchester Airport is likely to bring benefits and inward investment to Handforth. The challenge will be to ensure that supporting work takes place to maximise the benefits of this investment to Handforth.

Employment opportunities within the town centre include the Paddock shopping area, which provides retail job opportunities and Deanway Business Park which is within walking distance of the majority of Handforth's residential areas. A significant number of the town's key employment opportunities are located at Stanley Green Industrial Estate and Handforth Dean Retail Park. Although in close geographical proximity to the town centre these are located to the east of the railway line resulting in access challenges due to limited crossing points over the railway. The challenge is to increase accessibility to these areas via all modes of travel.

Significant growth in housing and employment is planned in Handforth. In addition to the planned extension of Handforth Dean Retail Park, the North Cheshire Growth Village site identified in the Local Plan includes 2200 new homes alongside 22ha of employment. The village aims to offer a 'best practice' example for future developments which incorporates sustainable design, including improved public transport provision. Due to the proximity of Handforth to Greater Manchester the growth planned for in the Greater Manchester Spatial Framework will have cross border impacts on Handforth and its transport network. A key enduring challenge will be the management of existing and future congestion on the road network and delivering improved connectivity to new employment and residential developments via public transport and sustainable modes. In this regard an update to the South East Multi Modal Movement Strategy is currently being conducted in tandem with the LTP.

Challenge 2: Ensuring accessibility to services

Almost 30% of Handforth's working population travel over 10km to work with the majority of these trips being made to Greater Manchester. Handforth has good rail connections with Greater Manchester allowing public transport access into the city centre and other areas including Stockport. It is important that public transport access is available to all residents to support employment, independence and access to services. There are lower car ownership levels in Handforth than the Cheshire East borough average. Subsequently, it is important to provide alternative modes of travel to the car for both short and long journeys improving connectivity for residents to services and employment in Handforth, Stockport and Greater Manchester.

Through consultation, it is evident that issues exist around the accessibility of local services, particularly for the high proportion of older residents (21%) and those under 18 (19%), who are likely to rely on passenger transport and active travel for access to services and education. The nearest hospital is located in Wythenshawe 7km away from Handforth and accessibility improvements linking the town with the hospital would bring real benefit.

There are a number of primary schools in Handforth with the nearest secondary school being in Wilmslow and further college and university education available in Cheadle and Manchester respectively. Ensuring safe walking and cycling routes to local schools and good public transport links to higher education is important for maintaining accessibility to education and supporting wellbeing and independence. Additionally, safe and well managed highway environments in the vicinity of schools is important for the safety of pupils and quality of life for wider communities in these areas.

Challenge 3: Protecting and improving our environment

There is an ambition that the natural and built environment of Cheshire East is maintained and improved as part of the wider commitment to quality of place. In the case of Handforth the parish is keen to maintain its distinct character separate from Greater Manchester in the north and Wilmslow in the south. Public green and open spaces within the town such as Meriton Road Park, Stanley Hall Park and the green space around Oakmere also need protecting as they bring substantial local benefit including providing opportunities for exercise and recreation.

Levels of road traffic can also have a negative impact on Handforth; in particular noise issues related to the A34 and A555 were raised locally and will need to be considered alongside the current and future proposals around the A555.

Challenge 4: Promoting health, wellbeing and physical activity

Approximately 22% of adults in Cheshire East are physically active for less than 30mins a week and we know that lack of physical activity is a major contributory factor to poor health. There is therefore a need to encourage more active lifestyles in the Borough. Deprivation is commonly associated with poor health outcomes and Handforth has pockets of deprivation towards the north of the parish. As such, ensuring access to healthcare, open space, recreation and physical activity opportunities is especially important to reduce the impact of health inequalities. Improved links are needed with public green and open spaces such as Meriton Road Park, Stanley Hall Park and the green space around Oakmere to support improved health and wellbeing. Ensuring multi-modal accessibility for all to Wythenshawe Hospital and local doctors surgeries is also vital.

Over 20% of Handforth's population are aged over 65 and subsequently the borough is faced with the challenge of providing for an ageing population. We need to provide access to healthcare and other services for older and vulnerable people via transport options which support independence and wellbeing.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

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Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

According to the 2011 Census, Handforth has 16% higher commuter outflow than inflow meaning more people travel to work outside of Handforth than commute in to work; with a large proportion of these commuter flows connecting to and from Greater Manchester. In addition, a large proportion of work trips are made to and from Handforth and nearby Wilmslow, Alderley Edge, Macclesfield and, to a lesser extent, Poynton.

16% of Handforth's residents travel less than 2km to work with a further 20% travelling between 2 and 5km. With almost three quarters of journeys to work in Handforth currently undertaken by car there exists the potential to encourage shorter trips by more sustainable modes of travel which would deliver congestion and journey time reliability benefits.

Active and Smarter Travel

The uptake of cycling across Handforth is in line with the majority of the borough. Cycle routes exist along Manchester Road and Wilmslow Road connecting north / south however there is not currently a connected network across the parish. There are issues relating to the limited width of some footways in the town, maintenance of edge of carriageways and with parking encroaching on cycle and footways.

There is a stated ambition to improve access to the open countryside surrounding Handforth and one way of doing this is through improved walking and cycling provision. Currently, the Manchester Airport Orbital Cycleway (Regional Cycle Route 85) starts and terminates just west of Handforth in Styal providing access to a popular cycle route. Expansion of this cycle route to reach other residential areas and trip attractors would be a useful addition to local cycling infrastructure.

The Local Plan identifies improvements to be made to the land between Clay Lane and Sagars Road including new cycle and pedestrian links. The new developments forming the North Cheshire Growth Village could also benefit from the inclusion of pedestrian and cycle link improvements to nearby residential areas and services.

In order to encourage further sustainable travel, Handforth would benefit from a safe cycle route connecting the town centre and rail station with Handforth Dean and Stanley Green Business Park. This would further encourage sustainable travel and provide an alternative to driving to these locations for work and/or leisure. This would also support the continued success of these locations.

Bus

The bus network in Handforth currently consists of one service from Macclesfield to Manchester

Piccadilly via Wilmslow, and another service from Handforth Dean to Stockport. Both services run Monday to Saturday. Other than the connection to Macclesfield, bus services into Cheshire East are limited.

It is important to integrate the developments outlined in the Local Plan, such as the North Cheshire Growth Village, into the public transport network in order to provide connectivity.

Rail

6% of commuters in Handforth use rail which is higher than the Cheshire East average. Two trains per hour link Handforth to Manchester Piccadilly also calling at Stockport, making this a viable option for many commuters. There is also an hourly service to Crewe, with two trains per hour at peak times. However, East / west rail movements require a change at Stockport reflecting borough wide rail issues with east / west connectivity. National destinations can be reached following a change of service in Crewe or Manchester. As consequence of being located outside the Greater Manchester boundary Handforth suffers from a rail fare differential with rail fares being higher for trips from Handforth than from Cheadle Hulme, the next stop on the line.

The train station itself would benefit from improvement; currently, the platforms at Handforth are only accessible by steps and therefore improving disabled and older people's access to the station is necessary. Multi-modal accessibility to the station also requires improvement through the introduction of parking and drop off facilities at the station as well as improved walking and cycling links connecting the town centre and other key destinations, including wayfinding and cycle parking.

Roads

Handforth is well linked to the wider road network, via the A34 northbound towards Greater Manchester and southbound to southern Cheshire. The Wilmslow-Handforth Bypass (A34) passes to the east of Handforth, connecting the town with Manchester and the M60 in the north and Congleton and Newcastle-under-Lyme. Once completed the Manchester Airport Eastern Link Road (A555) will improve connectivity by linking the A6 near Hazel Grove and the M56 at Manchester Airport to Handforth; providing faster access to both the airport, M56 and further east to the Peak District.

Traffic on the A34, in particular on approach to the roundabouts with the Manchester Airport Eastern Link Road (A555) and the B5094 may increase further, as a result of the extension of the A555 to the airport, although current improvements to the roundabouts will increase capacity at these junctions. The A555 scheme is also likely to increase traffic on Wilmslow Road through the centre of Handforth and it is necessary to mitigate the impacts of increased traffic on this route.

Traffic congestion during peak periods has resulted in noise issues on the A538 north of the town, on the A538 Manchester Road to the south and on the A5102 Adlington Road near Wilmslow Park Road. Concerns have also been raised around congestion on Wilmslow Road and in particular at its junctions with Stanneylands Rd/Dean Row Rd and Bulkeley Rd/Dean Rd. Issues have also been raised surrounding the A34 and the potential impact of development related traffic; this is of particular concern at the A34 / Handforth Dean Retail Park dumb-bell (West) and A34/Coppice Way gyratories within Cheshire East. Various junctions outside of the Cheshire East boundary have also been noted including:

- A34 / A560 Gatley signals;
- A34 / B5094 gyratory; and
- A34 / A555 gyratory.

Handforth has three public car parks owned by the Council: School Road, Wilmslow Road and the health centre, which are all free of charge; with privately owned car parks at the Paddock and Spar. All car parks in Handforth tend to be at capacity during weekdays and there is some anecdotal evidence that this is partly the result of commuters from elsewhere e.g. residents of Wilmslow driving to Handforth and parking near the rail station to get the train to Greater Manchester.

Knutsford

Area Summary

Knutsford is a market town, located in the north-west of the borough with a population of approximately 13,191. Knutsford is in fairly close proximity to Wilmslow and Northwich, as well as Altrincham in Greater Manchester. Various nearby settlements, including Tabley, Mobberley, and High Legh rely on Knutsford for local services thus increasing the population served by the town to around 25,000.

Both Macclesfield and Manchester city centre are less than 20 kilometres away and the town and has strong economic ties to both with significant numbers of Knutsford residents commuting out to these locations. Whereas, commuter inflows are primarily more local; particularly from the south-west including Northwich, Winsford and Middlewich.

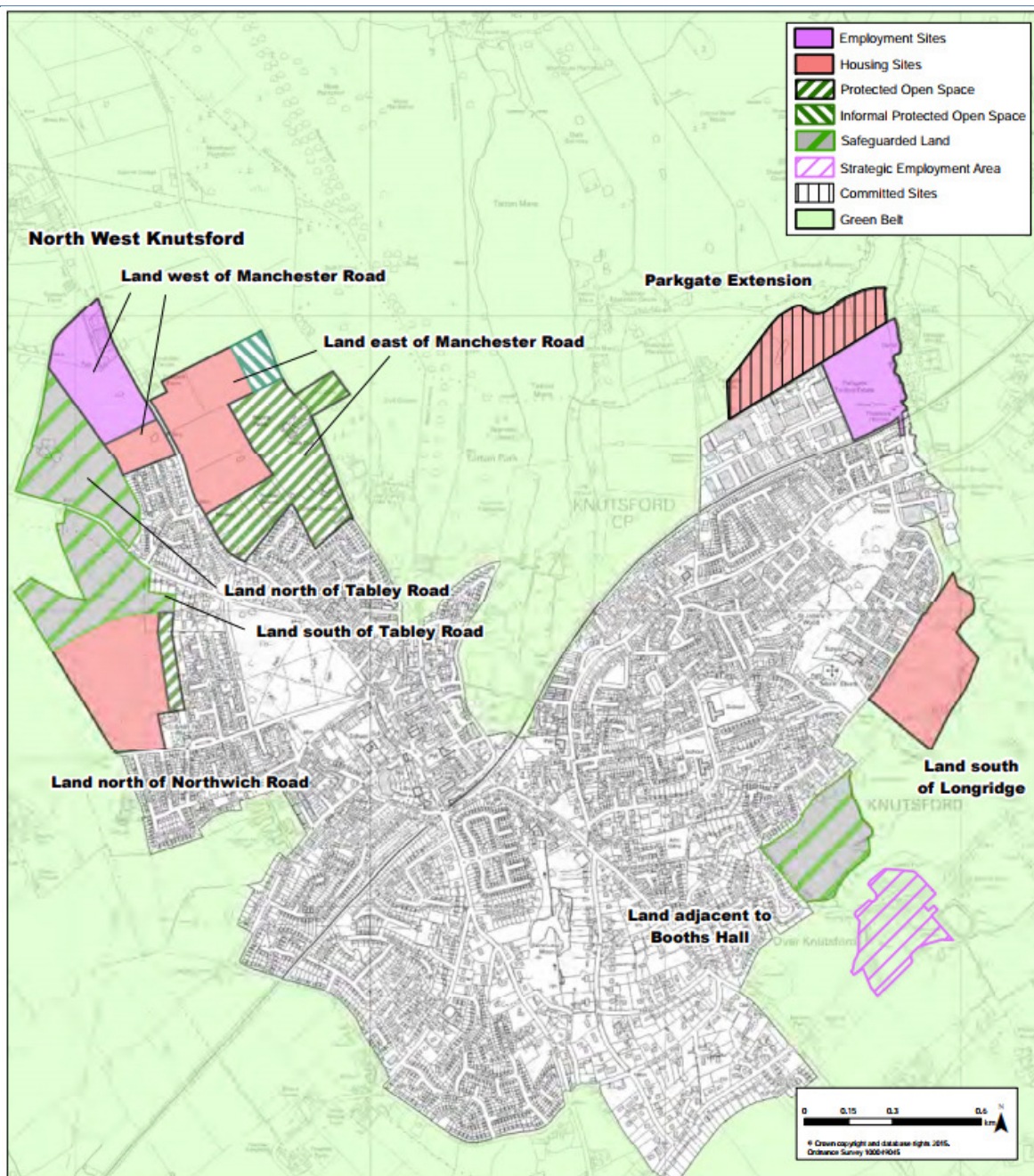
There is significant planned development both within Cheshire East as identified within the Local Plan and Greater Manchester as identified in the Greater Manchester Spatial Framework; with housing growth in and around Knutsford and the growth of Greater Manchester likely to impact the transport network connecting Knutsford and surrounding areas. This highlights the importance of effective management and investment in the transport network as without effective connectivity this jobs-led growth is unlikely to be deliverable.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Knutsford.

There are a number of housing and employment sites included as part of the adopted Local Plan. The sites are:

- LPS 36 – North West Knutsford – 500 homes and 7.5 hectares of employment land;
- LPS 37 – Parkgate Extension – 200 homes and 6 hectares of employment land;
- LPS 38 – Land South of Longridge – 225 homes;
- LPS 39 - Safeguarded land south of Tabley Road;
- LPS 40 – Safeguarded land north of Tabley Road; and
- LPS 41 – Land adjacent to Booths Hall.

It is important to ensure a good level of accessibility to these new developments in Knutsford, as well as to employment locations and services in order to ensure that the transport network supports the continued growth and success of Knutsford.



Challenge 1: Supporting growth and economic strength through connectivity

In Knutsford, 71% of commuters travel by car. Although this is lower than the Cheshire East average, this level of car use contributes to congestion experienced in the town centre alongside through traffic. Peak hour congestion is also an issue near to rural employment sites on the outskirts of the town, such as Parkgate Trading Estate, Longridge Trading Estate, Booths Park and Radbroke Hall.

The presence of congestion in and around main employment areas has the potential to hinder growth and investment. A key challenge in Knutsford relates to congestion and town centre parking with regards to balancing the needs of visitors on whom much of the town's economy relies and local residents. The Council is seeking to improve travel options and journey time reliability in and around Knutsford, including through the recent addition of access from the A556 to the B5569

Bucklow Hill which has increased accessibility and relieved congestion into the north of Knutsford.

Employment locations in more rural areas are more susceptible due to the challenge of integrating these locations successfully with public and sustainable travel options. This can cause local issues regarding congestion and parking availability but can also act to exclude those without a car from accessing employment at these locations. This issue is not so pronounced at employment locations in central Knutsford, including retail as most are within walking distance of the train station.

Jobs-led economic growth in and around Knutsford is supported. However, the impact of local development in Cheshire East and also neighbouring Greater Manchester has the potential to impact negatively on the transport network in and around Knutsford if not successfully mitigated.

It is recognised that Knutsford would benefit from improved connectivity between the town centre and its main attractions, such as Tatton Park, which is one of the key heritage areas in Cheshire East attracting around 800,000 visitors annually. The park hosts various events throughout the year with the majority of visitors arriving via car. Improved transport links between the park and the town would benefit both.

Challenge 2: Ensuring accessibility to services

There are a number of primary schools in the town with Knutsford Academy offering both secondary and further education courses. For alternative options and higher level study residents need to travel further afield, including to colleges in Northwich and Wilmslow. The nearest universities are located in Manchester. In order for Knutsford to continue to be successful, it is important that younger residents have good access to education including via public and sustainable transport options. Safe and well managed highway environments in the vicinity of schools are important for the safety of pupils and quality of life for wider communities in these areas.

Knutsford has the ambition to retain young people and the working population and subsequently must continue to offer improved connectivity to major employment destinations, most notably Greater Manchester. The town must seek to provide both connectivity which encourages young residents to stay or locate to Knutsford whilst also ensuring that transport provision supports older people to live healthy, independent lives.

Approximately 23% of Knutsford's commuters travel between 10 and 20km to destinations including Greater Manchester and Macclesfield. Longer distance commuter travel is particularly vulnerable to the impacts of congestion, in particular if there are limited viable alternatives to travelling by car as is often the case with more rural employment locations.

Challenge 3: Protecting and improving our environment

It is the Council's vision to continue to maintain and improve Cheshire East's environment as part of the commitment to high quality of place. Knutsford benefits from numerous green spaces within and around the town which help make the town a great place to live and visit; including The Heath and Little Heath, The Moor, Sanctuary Moor, St John's Wood and Tatton Park.

There are three Air Quality Management Areas (AQMAs) declared in Knutsford with motorised traffic levels a contributory factor. These areas include five properties along the A50 Manchester Road at the junction with Windsor Way, on the A556 Chester Road near Mere and the A50 Manchester Road. Improved vehicle technology will help reduce emissions over the medium to long term and encouraging more sustainable journey can play a part in addressing this challenge.

This is especially important when planning local development and working to ensure that as many trips as possible from new development sites are made sustainably.

The evidence shows that 20% of Knutsford's working population travel less than 2km to work. There is therefore an opportunity to cater for a large proportion of these trips via sustainable and public transport. Knutsford has relatively high levels of walking in comparison to the wider Borough suggesting that people feel confident to travel on foot in the town. This should be further encouraged through the development of high quality of place as walking and cycling bring numerous benefits to health, the environment and the wider transport network.

Challenge 4: Promoting health, wellbeing and physical activity

Approximately 22% of adults in Cheshire East are physically active for less than 30mins a week and we know that lack of physical activity is a major contributory factor to poor health. There is therefore a need to encourage more active lifestyles in the Borough. Knutsford has a higher than average percentage of commuters who walk to work (12%) however there appears scope to increase cycling from current levels by improving accessibility for active travel options to local attractions and destinations.

Knutsford has an ageing population and it is important to provide accessible transport options for older people. We know that lifestyle and travel habits are formed at a young age and therefore children should be supported to lead healthy lives which include physical activity. As such, it is increasingly important that the transport network supports all of Knutsford's residents to access friends, family, services and employment via appropriate modes of transport.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the Borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
- Safety for all: Our transport system must be safe, and be perceived to be safe so that everyone, especially vulnerable users feel confident to travel
- Transport resilience: Ensuring that the transport network is well maintained and resilient to extreme weather events and that their impact is minimised will be increasingly important
- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the Borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport

and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

The car is the most common mode of travel to work at 71% which is lower than the Cheshire East average, whilst 13% of commuters choose to walk to work which is a higher percentage than many other areas of the Borough. The town's job market is relatively self-contained compared with other settlements in Cheshire East, which could contribute to the higher number of people choosing to commute via foot. However, there are also significant employment sites on the edge of the town for which travel options are limited and where subsequently the majority of people travel by car.

Active and Smarter Travel

There are a number of opportunities in Knutsford to increase levels of active travel. Although the percentage of people who currently walk to work is relatively high, it has been identified that pedestrian improvements are required. In particular, a number of footways require widening, for example on the A537 the footpaths could be widened and extended to both sides of the road. Other pedestrian improvements such as better crossing points may also bring benefits to the town. In particular, crossing facilities for both pedestrian and cyclists at the A50 / A537 / Stanley Road Junction and the A50 / King Edward Road / Northwich Road Roundabout may support greater levels of active travel.

The town would also benefit from improved cycle connections between key destinations e.g. the rail station to Tatton Park and links to key employment sites. The Parkgate expansion intends to extend cycle infrastructure into the town and corresponding links between the town centre and other employment sites on the edge of Knutsford would be beneficial and encourage active travel.

The pedestrian environment on both King Street and Princess Street in the central shopping area is limited. For vehicles, there is currently a one-way system in place and footpaths are narrow. There is an ambition to make improvements to this area in order to better cater for high-levels of footfall in retail locations, contributing to improving 'quality of place' in the town.

Bus

The town is served by several bus services; destinations served include Macclesfield, Northwich, Wilmslow and Altrincham throughout the week on an hourly basis. There is also a circular service within the town itself; however, this service does not offer evening or Sunday services.

It is important for future developments, such as those outlined in the Local Plan, to be fully integrated into the public transport network in Knutsford. This allows accessibility to local services, such as the GP, and other local shops and services.

In order to increase accessibility to Knutsford and Tatton Park, it would be beneficial during events and peak times for shuttle buses to take visitors between the centre of Knutsford to Tatton Park. This could either be a regular service, or during popular events such as the Tatton Park Flower Show

in order to reduce the demand for car parks, and relieve congestion. A shuttle service might also increase footfall in the centre of Knutsford and could link to other attractions in the borough, such as Jodrell Bank.

Rail

The town is served by a centrally located rail station on the mid-Cheshire line offering one train per hour to Chester and Manchester, with both journeys taking approximately 45 minutes. There is a long standing ambition and plans to increase the frequency of these services. This train also connects directly to Altrincham, Northwich and Stockport. There is also the possibility of investigating tram-train running on the mid-Cheshire line to provide direct journey options to locations on the Metrolink network such as Trafford. Knutsford has limited connectivity towards the north west (no direct rail services to Warrington and Liverpool) and the south east (no direct services to Crewe, Stafford and Congleton).

The train station would benefit from improvements to open up a wider choice of modes of travel to and from the station. There are Bike and Go facilities at the station and promotion may encourage greater use. The station access is situated on a busy junction with pedestrian crossings on some arms however improved crossings here could create more direct routes for pedestrians.

Roads

The town is well served via the road network. The main roads through the town include the A50, providing local connections north/south, and the A537, which runs east towards Macclesfield. The town is 2km east of J19 of the M6 and the M56 is accessible via the A556. The roads through the centre of Knutsford however, experience significant congestion in particular during peak times and during disruption on the M6. Relatively high levels of heavy goods vehicles have also been reported by the community in Knutsford as the town is located on key routes to the M6 and M56.

There are a number of development sites in Knutsford identified in the Local Plan. As a result of these developments, in particular at Parkgate, additional traffic has the potential to exacerbate existing congestion issues, particularly at peak periods. As a result, improvements would be required at the following junctions:

- A537 Adams Hill junction;
- A50 between A5033 junction and Adams Hill junction widening;
- A5033/A50 roundabout junction improvements;
- Mobberley Road/Parkgate Lane junction improvements; and
- Brook Street/Hollow Lane junction improvements.

An improvement scheme at Junction 19 of the M6 is also under consideration in part to accommodate future traffic growth and address existing congestion.

There are a number of car parks located centrally in Knutsford; including King Street, Silk Mill and Princess Street car parks. Knutsford rail station also has its own parking provision but this is relatively limited.

Macclesfield

Area Summary

Macclesfield is a principal town within Cheshire East known for its industrial heritage. It is situated on the River Bollin in the north east of the Borough, 21 miles north-east from Crewe, close to the borders of Greater Manchester to the north and with the Peak District immediately to the east.

There is significant planned development across Cheshire East as identified within the Local Plan. In particular jobs-led growth, development and regeneration in and around Macclesfield is targeted as a priority for the borough. In addition, there is significant growth planned in Greater Manchester as identified in the Spatial Framework which has the potential to impact Macclesfield. These growth ambitions highlight the importance of effective management and investment in the transport network in Macclesfield and the surrounding areas, as without effective connectivity this growth is unlikely to be deliverable.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Macclesfield.

Challenge 1: Supporting growth and economic strength through connectivity

Macclesfield is the second largest town in Cheshire East after Crewe, with 52,500 inhabitants. 72% of Macclesfield's population are economically active which aligns with the Borough-wide average.

The town has a relatively young population, with a higher share of young people under 16 and a higher proportion of working age (16-64) residents than the borough average. However, it also has comparatively lower than average household incomes and pockets of deprivation with two areas within the most 20% deprived nationally.

Despite this, Macclesfield has diversified from its historic emphasis on silk manufacturing and developed employment in commerce, business and IT. The town is home to several business parks (Lyme Green, Tytherington, Fence Avenue) and also hosts one of the world's largest pharmaceutical manufacturing sites, AstraZeneca, located at the Hurdsfield Industrial Estate. The expertise and growth opportunities of the AstraZeneca site place Macclesfield at the forefront of the European pharmaceutical industry.

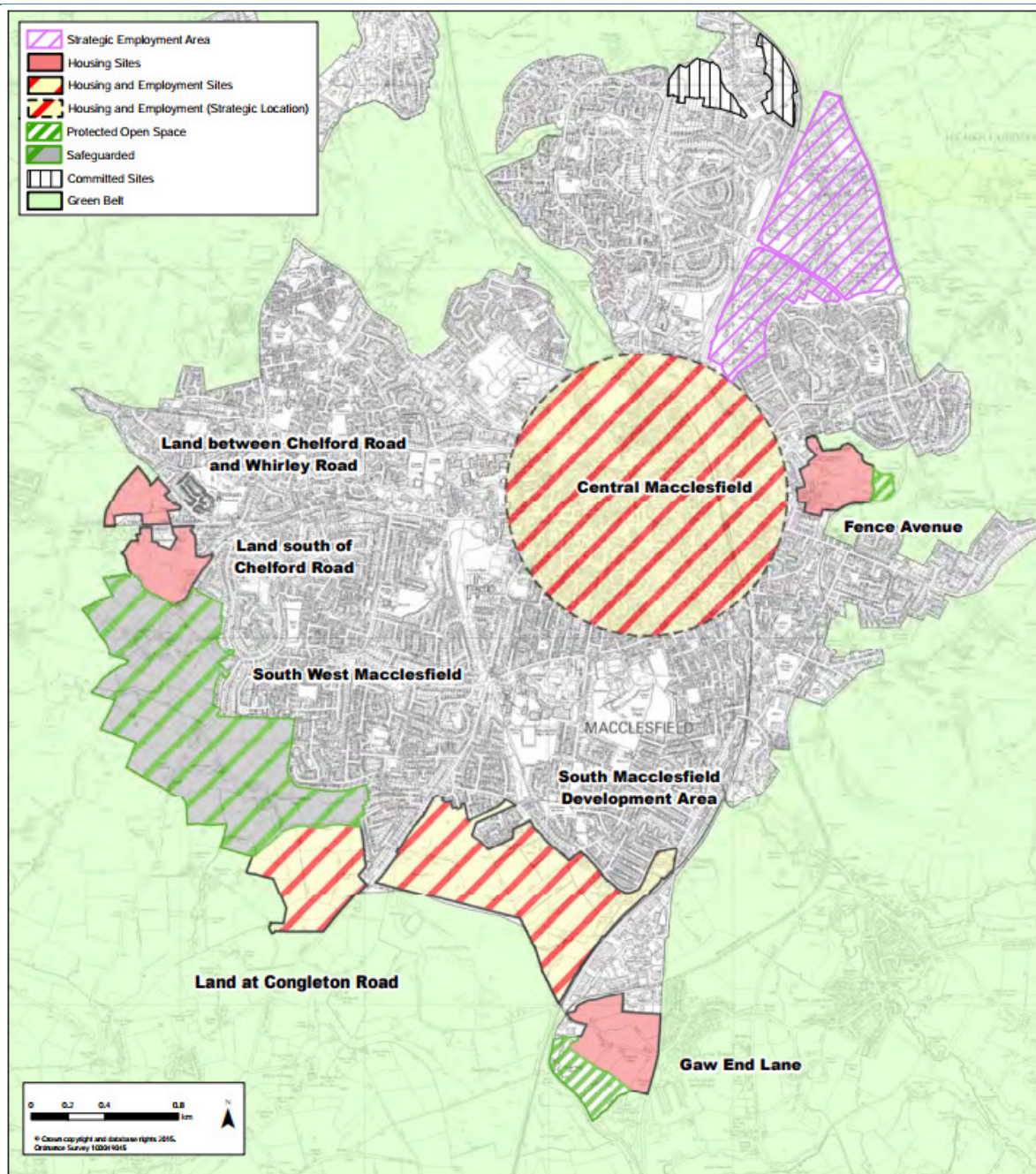
Outside of these business parks the historic town centre hosts a retail centre with around 500 shops providing local employment opportunities. A key challenge over the coming years is to bolster this retail and leisure offer to encourage residents and visitors alike to shop and spend time in the town centre. A key supporting factor in this effort will be ensuring transport accessibility for all modes of transport into the town centre and continuing work to create a high quality urban realm.

The Local Plan proposes the delivery of 20ha of employment land and 4,250 new homes. As a result of the likely resultant population growth there is forecast to be increased traffic adding to existing congestion issues, especially in the peak hours. Significant infrastructure improvements are therefore required to avoid negative impacts on the highway network, especially on the A536 Congleton Road corridor, the A523 London Road / Silk Road corridor, and the A537 Chester Road / Chelford Road corridor where the biggest vehicle growth is likely to occur.

The South Macclesfield Development Area is 53ha currently consisting of community playing fields and undeveloped grassed areas. Up to 950 homes, employment land, retail and other amenities, plus a new school, improved sports training and recreational facilities are planned as part of the development. A new road linking London Road and Congleton Road will also be developed as part of the scheme. For developments of this size it will be important that local services are available which minimise the need for travel and that high quality links to employment are provided which minimise the negative impact elsewhere.

In addition, Macclesfield is integrated with 'Constellation Partnership' with links between Macclesfield and Crewe through a 'corridor of opportunity' supporting regeneration in both Crewe and Macclesfield. This will be supported by the Macclesfield Town Centre Movement Strategy which must successfully integrate housing and employment locations in peripheral areas in to existing transport networks.

The location of the housing and employment areas is shown below:



The list and the location of the development sites in Macclesfield are:

- | | |
|---|--------------------------|
| ▪ CS 8 South Macclesfield Development Area | (Housing and Employment) |
| ▪ CS 9 Land East of Fence Avenue | (Housing) |
| ▪ CS 10 Land at Congleton Road | (Housing and Employment) |
| ▪ CS 40 Land south of Chelford Road | (Housing) |
| ▪ CS 11 Gaw End Lane | (Housing) |
| ▪ CS 41 Land between Chelford Road and Whirley Road | (Housing) |
| ▪ CS 32 (Safeguarded) South West Macclesfield | (Safeguarded Land) |

Challenge 2: Ensuring accessibility to services

Macclesfield has modest net outflows of commuters. Many residents work within the town at the various employment areas, whilst a significant proportion of people work in neighbouring areas

such as Manchester, Stockport, Alderley Edge (Alderley Park) and Wilmslow. Amongst the economically active a quarter travel less than 2km to work, 17% commute less than 5km, 11% work mainly from home and 28% travel further than 10km to their workplace.

Macclesfield's topography and the cobblestoned meandering narrow streets provide a key asset in terms of character and distinctiveness, however this can be a challenge for older people, those with impaired mobility and also cyclists.

Macclesfield and the surrounding hinterland contain 21 primary schools and 4 secondary schools with the town also being home to Macclesfield College. Further and higher education is also available in Crewe, Stockport and Manchester. Ensuring safe walking and cycling routes to local schools and good public transport links to higher education is important for maintaining accessibility to education and supporting wellbeing and independence. Similarly, safe and well managed highway environments in the vicinity of schools is important for the safety of pupils and quality of life for wider communities in these areas.

The local hospital is Macclesfield District General located west of the town centre. The service from Altrincham to Macclesfield and the service from Macclesfield to Prestbury link the town to the hospital and accessibility improvements would benefit those without access to a car.

Challenge 3: Protecting and improving our environment

Macclesfield generates some of the highest road emissions in the North West which exacerbates local environmental issues. Congestion and traffic levels have led to Air Quality Management Areas (AQMAs) being declared as a result of nitrogen dioxide annual limits being exceeded at A523 London Road, A537 Broken Cross, A537 Hibel Road and A536 Park Lane.

In addition, noise levels of 75dB are being exceeded along parts of the A523 and the A537, likely as a result of high traffic flows and local congestion. Residents living near to main roads in Macclesfield subsequently have the potential to be exposed to a combination of poor air quality, noise and vibration from local road traffic.

There appears to be significant scope for encouraging low carbon travel in Macclesfield. Despite more than half of residents commuting distances deemed suitable to be made by active travel or public transport 72% of commuters travel to work by car, either as drivers or passengers. 12% walk to their workplace, just below 2% cycle, 3% travel by train and 2% by bus.

Challenge 4: Promoting health, wellbeing and physical activity

The town has a number of popular parks, including South Park, Victoria Park and West Park; with improvements also having recently been made to Sparrow Park in the centre of Macclesfield to offer additional recreational opportunity. As such, Macclesfield benefits from a number of parks, green spaces, waterbodies and other green infrastructure within the town. Together with the bordering Peak District these resources help mitigate the negative impacts of road transport and provide opportunities for recreation and active travel benefitting health and wellbeing. Promoting increased levels of physical activity is especially important in deprived areas such as those seen in parts of Macclesfield to reduce health inequalities. As such an important challenge is to improve links between Macclesfield and surrounding open spaces such as the Peak District.

Macclesfield is linked to the Macclesfield Canal, a linear conservation area to the east of the town recently granted the Green Flag Award. The Macclesfield Canal Society arranges walks along the

canal which residents are welcome to attend, and works towards increasing physical activity levels. The walks often incorporate the Middlewood Way walking and cycling path which extends from Macclesfield to Marple, a length of 11 miles with the route mostly following the canal and the Marple railway offering a recreational space for walkers, cyclists and horse riders.

Much of the proposed development in Macclesfield gives importance to improved accessibility and the integration of green infrastructure and pedestrian/cycle links into plans. For example, the Gaw End Lane development (LPS 17) aims to increase connectivity to the wider footpath network and Macclesfield Canal and a challenge will be to ensure that new development benefits existing routes through the creation of a coherent walking and cycling network.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the Borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

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- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the Borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

In Macclesfield there is a small net outflow of commuters, with the number of people entering the town lower than the number of people leaving the town for work; with many Macclesfield residents employed in Greater Manchester, Chelford, Stockport and Alderley Edge. Almost three quarters of

Macclesfield's commuters use the car to travel to work, despite more than 40% living less than 5km from their workplace. The dominance of car travel leads to congestion issues throughout the town likely to be exacerbated by new development which is predicted to cause a 15% increase in traffic during the morning peak hour and an 18% increase in traffic in the evening peak hour. The greatest traffic flow increases are predicted for on the A536 Congleton Road corridor, the A523 London Road / Silk Road corridor, and the A537 Chester Road / Chelford Road corridor.

Active and Smarter Travel

Several cycle routes exist in Macclesfield, with the National Cycle Network route 55 connecting Marple in the north and Congleton in the south. Work is underway to improve the route with the eventual aims of linking to Telford and Preston. An existing local cycle route connects the town centre and the 55 route with southern areas of the town, with a further cycle route running north-south along the western side of the town extending between Moss Lane and Chester Road via the Flowerpot junction and off-street sections. Several off-road cycle routes are therefore available for residents to use but these need to be expanded in to a coherent network linking trip attractors, employment locations as well as new and existing residential areas if usage is to increase substantially.

Just over 2% of the Macclesfield's working age population cycle to work but this is not currently an option for everyone due to perceptions of safety and current network fragmentation. It has been suggested that bike storage could be improved at Macclesfield rail station to reduce the number of commuters travelling to the rail station via car, but this provision would need to be supported by greater cycle connectivity linking the rail station. If higher cycling levels were to be achieved this may help to ease parking capacity issues which currently occur at Macclesfield rail station.

The Macclesfield Movement Strategy has noted issues with the narrowness of streets relating to the provision of walking and cycling provision and has identified an aim of improving accessibility through the introduction of pedestrian and cycle links to meet local need. Additionally, the 'Waters Green' underpass has recently undergone renovation to improve the environment for pedestrians and cyclists travelling to/from the town centre. These efforts improve access to key service areas within the town centre for residents. However, there is still scope to improve connectivity further and make Macclesfield more accessible for all residents and visitors by all modes of transport.

Bus

Macclesfield has a good commercial bus network, which is well utilised by the public, serving routes to Congleton, Bollington, Leek, and Manchester via Wilmslow and Handforth. In addition, the Council support a number of additional services to Stockport via Poynton, Hayfield (High Peak), Buxton, Prestbury, and Altrincham via Wilmslow and Knutsford. Most services do not operate in the evenings and some routes only operate Monday to Saturday.

Macclesfield bus station and the railway station bus stop, which are in walking distance of the town centre, are the main hubs for bus services in Macclesfield. It is important to integrate different modes of travel such as bus, rail, cycling and walking opportunities at transport hubs in order to encourage people to use these modes of travel. It is also important to integrate future developments such as housing and employment areas into the bus network.

Rail

Since there is a considerable relationship between Macclesfield and Greater Manchester in terms of employment, rail travel is the most suitable travel option for many commuters. Macclesfield rail station is situated in the centre of Macclesfield and is located on the West Coast Main Line, with

direct regular services to Stoke-on-Trent, Birmingham, Manchester (30 mins) and London Euston (1hr 40mins). Four services per hour run from Macclesfield to Manchester in peak periods and the rail connections themselves are of a quality and timetable to support sub-regional and national connectivity. However, the station itself is in need of improvement and does not currently offer an attractive gateway to Macclesfield.

Macclesfield is also likely to benefit from the new HS2 hub in Crewe, particularly through the new links planned to Crewe via the 'corridor of opportunity'. This will reduce journey times to major services areas and increase inward investment in Macclesfield if well supported.

Roads

Macclesfield experiences high levels of commuting via road which causes issues on local roads. Peak period congestion currently occurs in and around the town centre and on key commuter routes, due to the volume of traffic entering and exiting the town centre and also traversing around the core area of Silk Road and Park Lane. In the morning peak period, Congleton Road experiences delays as commuters enter from the south, and in the evening Silk Road experiences delays. Congestion measures have been implemented, including implementation of an Urban Traffic Control system in the town centre but further congestion measures need to be implemented at junctions, particularly in light of expected traffic increases linked to new development.

Macclesfield is well served in terms of road connections linking with other areas of Cheshire East. The A523 gives access to Stockport and Manchester via the A6, while the A537 leads west to Knutsford. To the East, the A537 links to the Peak District and the A536 leads south to Congleton. Improved links to the Strategic Road Network via the M6 and M56 are required to support the delivery of further development and growth in and around the town.

As a former mill town, Macclesfield's character and constrained highway land creates challenges in terms of delivering transport improvements. Congestion, narrow roads and limited connectivity between the rail station, town centre and a number of strategic employment sites mean that improvements to transport in the town centre are challenging.

Macclesfield is well served by several car parks, including Duke Street and Park Green. There are plans in place for the development of Churchill Way car park which will reduce local provision. However, it is deemed that there is sufficient parking provision overall. Although in certain locations issues exist particularly at Macclesfield station where the car park is often not able to cope with commuter demand causing spill over to residential streets and creating nuisance for local residents. Providing better bus connections from residential areas to Macclesfield station and improving cycle and walking routes and facilities at the station would encourage commuters to use alternative mode to get to the station, reducing pressure on town centre and station parking and peak time car use.

Middlewich

Area Summary

Middlewich is one of the Weaver Towns, along with nearby Winsford and Northwich which are all situated in the Weaver Valley. Middlewich is in close proximity to the border with neighbouring Cheshire West and Chester and has strong cross boundary economic ties being located only 30km from Chester, 4km from Winsford town centre and 8km from Northwich.

There is significant planned development within Cheshire East supporting the Council's objective of jobs-led growth. This includes strategic housing and employment development sites identified for Middlewich in the Local Plan. This pro-growth policy position underlines the importance of effective management of the transport network to ensure journey time efficiency and reliability.

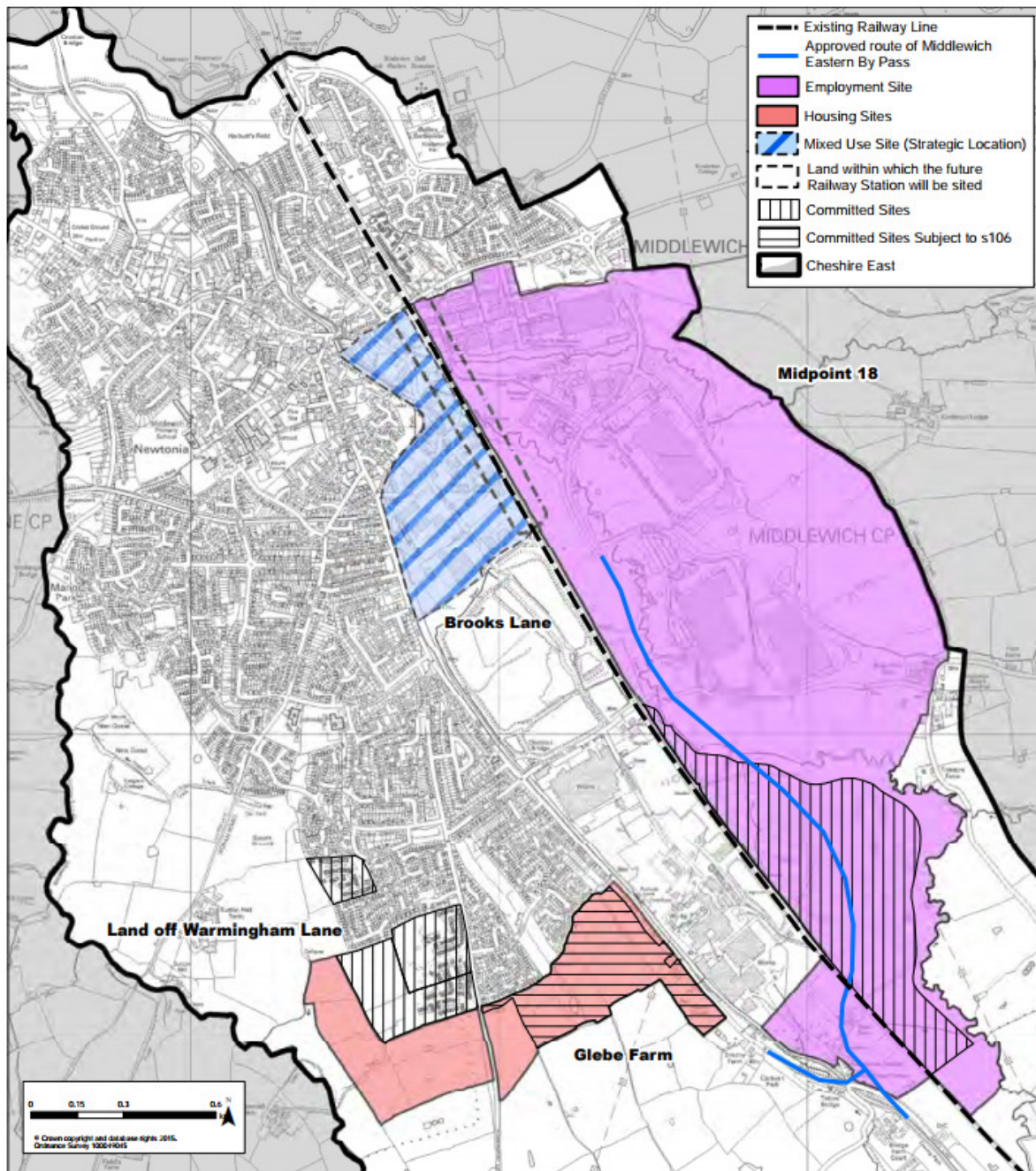
Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Middlewich.

Challenge 1: Supporting growth and economic strength through connectivity

A relatively high proportion of Middlewich's residents are economically active (74%) in comparison to the wider borough. Currently over 70% of Middlewich's working population use the car to access

employment and these high levels of car use contribute to a highly congested centre alongside significant levels of through traffic, particularly in peak periods.

Significant development and investment is planned in Middlewich over the coming years as identified in the Local Plan. These include: LPS 42 Glebe Farm (525 homes), LPS 43 Brooks Lane (200 homes and facilities to meet local needs) and LPS 44 Midpoint 18 which includes 70 hectares of employment. It is important that the transport network continues to support the economy in Middlewich through effective connectivity as a means of supporting improved quality of life and the Council's priority of jobs-led growth.



The Midpoint 18 Business Park (known as Ma6nitude) is a mixed use site offering distribution,

manufacturing and office facilities about to embark upon phase three of its development aiming to generate 2,000 new jobs. Its strategic location on the North West motorway network, just 2 miles from junction 18 of the M6, provides good access but experiences heavy congestion. The site provides 1.3 million square foot of business accommodation, which covers the extent of almost 2.5km from north to south. Midpoint 18 is not only the main employment site in Middlewich, but is it also one of the most important employment parks sub-regionally. With congestion hampering access to important sites such as this it is important that road, public transport and active travel access are all maintained and improved to strategic sites to support continued success.

Challenge 2: Ensuring accessibility to services

There are a number of primary schools and one high school in Middlewich but no college, further or tertiary education offer within the town. For further study residents need to travel further afield to colleges in Winsford, Northwich or Crewe. For university study, the closest options are in Manchester. Ensuring safe walking and cycling routes to local schools and good public transport links to higher education is important for maintaining accessibility to education and supporting wellbeing and independence. Additionally, safe and well managed highway environments in the vicinity of schools is important for the safety of pupils and quality of life for wider communities in these areas. Safety concerns have been raised regarding a perceived lack of pedestrian crossings and car parking options near local schools and proposals made for the introduction of a crossing on the A533 aimed at improving safety.

There are also concerns around limited accessibility to vital local services such as shops and doctors' surgeries from new development in Middlewich, such as Cledford. It is important that all new developments provide access to nearby vital services either through direct provision or improved transport infrastructure.

Challenge 3: Protecting and improving our environment

Due to high vehicle flows and congestion one Air Quality Management Area (AQMA) has been declared on the A54 Chester Road as a result of measurement showing that nitrogen dioxide emissions exceed the annual limit. The provision of the Middlewich Eastern Bypass will remove a proportion of vehicular traffic from the town centre and the Council are currently developing an air quality strategy which will tie in with the LTP. Approximately 15% of commuters in Middlewich travel less than 2km to work, suggesting scope for more journeys to be made by non-car modes.

Middlewich is home to The Trent and Mersey Canal, which offers views over the Cheshire Plain and contributes to the recreational offer in the area. There are existing walking and cycling routes along the River Croco, Trent and Mersey Canal, and the Shropshire Union Canal. Improved connections with the surrounding open countryside would bring benefits to Middlewich.

Challenge 4: Promoting health, wellbeing and physical activity

Approximately 22% of adults in Cheshire East are physically active for less than 30mins a week and we know that lack of physical activity is a major contributory factor to poor health. There is therefore a need to encourage more active lifestyles in the Borough.

Middlewich has relatively low levels of deprivation in comparison to national averages however there are pockets of poor health in the centre of the town. As such, it is important to improve levels of physical activity and active travel in particular in these areas as a means of reducing health inequalities.

Middlewich has a high proportion of residents between the age of 18 and 64 in comparison to the average for Cheshire East. It has therefore important to support people to be physically active where possible through providing the infrastructure to encourage active travel. Equally, it is important to ensure access to health care, services and leisure opportunities for older people who do not own a car and people with disabilities.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
- Safety for all: Our transport system must be safe, and be perceived to be safe so that everyone, especially vulnerable users feel confident to travel
- Transport resilience: Ensuring that the transport network is well maintained and resilient to extreme weather events and that their impact is minimised will be increasingly important
- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

There is a significant proportion of the local working population travelling short distances to work between 5 and 10km; particularly to the areas of Winsford, Crewe, Knutsford and Northwich. Approximately 15% of commuters in Middlewich travel less than 2km to work.

Active and Smarter Travel

There are opportunities to improve the pedestrian and cyclist network in Middlewich to support greater use bringing health and wellbeing benefits. For example, the towpath on the Shropshire Union Canal through Middlewich and Trent, and the Mersey Canal towards Sandbach could be improved to provide better cycling and walking facilities connecting both routes, and supporting

commuter trips towards Sandbach. Furthermore, an additional footpath and cycle link between Brooks Lane and Midpoint 18 would improve local links for both pedestrians and cyclists supporting sustainable access to employment and mitigating against the impact of congestion.

New developments should all provide new or improved walking and cycling infrastructure linking residential areas and key service locations; as this likely to increase the uptake of active transport bringing health, wellbeing and accessibility benefits.

Bus

The town is served by two bus services connecting Crewe to Northwich via Sandbach, and Crewe-Congleton; these services run Monday to Saturday. The potential loss of evening services in Middlewich is a concern for local residents as they do not have a railway station, so have limited options for public transport travel in the evenings. The Council are currently exploring options for the provision of evening services as part of Bus Service Review. The 42 bus service will also follow a more direct route within Crewe.

It is also important that new developments outlined in the Local Plan are fully integrated into the public transport network.

Rail

The Middlewich branch rail line is currently used for freight services only, and no passenger rail services are available. Reopening the line and provision of a new station for passenger services is an aspiration of the town, and would improve transport accessibility by providing local connections with Northwich, Sandbach and further to Crewe and Manchester. It would also increase the opportunities for the development of an integrated transport network through the creation of links with bus, walking and cycling networks. Reopening the line would require detailed technical work to establish feasibility and develop a business case in conjunction with Network Rail and central government. As part of the Local Plan, land has been reserved for the provision of a rail station in Middlewich. There has also been discussion of the provision of tram-train services on the Mid-Cheshire line connecting into central Manchester. Following the reopening of the branch line there would be opportunities for this to connect to Middlewich.

Roads

Middlewich is situated to the west of the M6 junction 18, which is accessed via the A54. The A54 connects Middlewich to Winsford and Holmes Chapel. The A54 through Middlewich experiences significant congestion due to through traffic and local journeys accessing the M6 and further afield.

In order to ease congestion and improve access to Midpoint 18 (known as Ma6nitude) the Council is in the process of delivering the Middlewich Eastern Bypass scheme, with £46.8 million recently secured from central government. The bypass is expected to relieve pressure on junctions in central Middlewich, enable the creation of 6,500 jobs and the development of 2,000 houses. Further to this, work is being conducted to examine options to improve wider east-west movements along the A54 to improve connectivity west of Middlewich. One option would entail extending the Middlewich Eastern Bypass to provide improved links to the A530 and onwards to Winsford.

The A54/Lewin Street and A54/A530 Croxton Lane junctions experience congestion, particularly at peak times. Transport improvements to these areas are required to reduce congestion levels and improve access to the M6. Lewin Street itself is congested and this leads to severance between the two sides of road, acting as a barrier between the canal and town centre. The congested highway

also results in an unattractive environment with noise issues affecting local residents.

Middlewich has three free of charge public car parks, all located within the town centre, with a total capacity of 133 spaces.

Nantwich

Area Summary

Nantwich is a market town situated in the south of the Borough, approximately 5km south-west of Crewe. The town serves as a central hub for several nearby settlements in the surrounding parishes that form Nantwich's rural hinterland, including Audlem, Wybunbury, Bunbury, Wrenbury and Stapeley. Nantwich has close economic links to Crewe due to its proximity.

There is significant planned development both within wider Cheshire East and Nantwich itself as identified within the Local Plan. This proposed growth highlights the importance of effective management and investment in the transport network as without effective connectivity this jobs-led growth is unlikely to be deliverable.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Nantwich.

Challenge 1: Supporting growth and economic strength through connectivity

Despite the average income in Nantwich being higher than Cheshire East, the economic activity rate is lower compared to other parts of the borough, which may be due in part to the relatively high share of retired residents in the town.

Many of Nantwich's residents who are economically active work in neighbouring towns such as Crewe, Winsford and Stoke-on-Trent. Notwithstanding this, the town has relatively modest net

commuter outflows as a considerable number of people commute to the town for work. This highlights the importance of connectivity to and from other towns and employment areas to improving employment prospects for residents and support jobs-led growth.

Currently, peak hour delay occurs at key junctions such as the Peacock and Cheerbrook roundabout. The mitigation of such growth would go some way to addressing congestion as a potential constraining factor for local growth and development. Poor journey time reliability may constitute a barrier to economic growth in Nantwich.

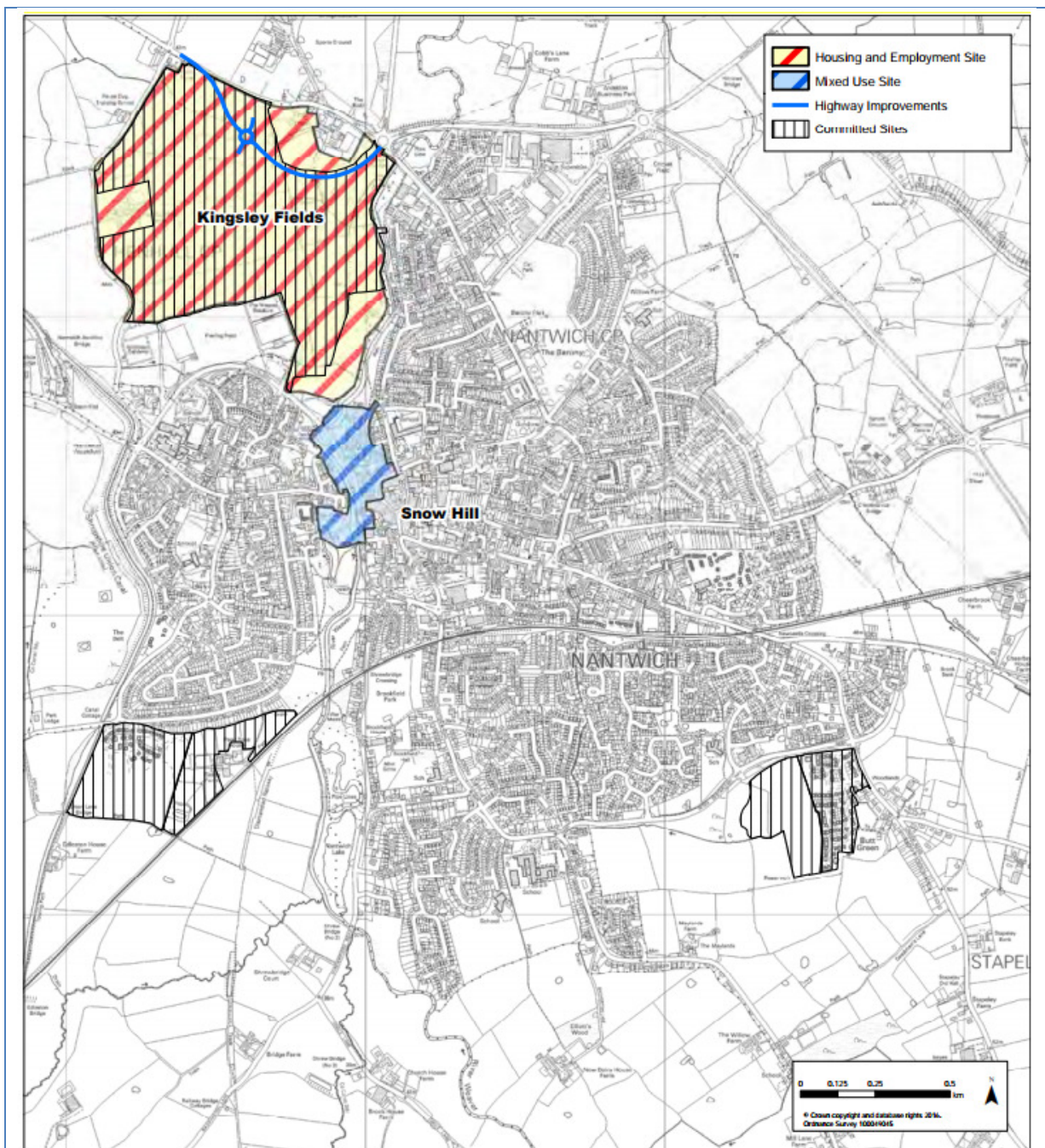
Nantwich has extensive heritage assets with more than 100 listed buildings which is the highest concentration in the borough, as well as a rich industrial heritage which attracts visitors and tourists; as such, visitors to Nantwich are important contributors to the local economy. However, existing congestion and large traffic flows have a negative effect on the local quality of place.

Nantwich has a variety of employment, education and retail opportunities and community services. The larger employment areas within the town comprise:

- Alvaston Business Park – office space;
- Barony Court Employment Park – offices, industry, storage and distribution; and
- Pepper House offices.

Ongoing developments in the south of Nantwich will provide a mix of housing and additional employment land. Local Plan development sites include Kingsley Fields which will deliver up to 1,100 new homes, local amenities and up to 2 ha of employment and CS 23 Snow Hill which is expected to deliver 3 hectares of employment land and 2,050 new homes. These developments will attract new residents and drive local economic growth. Investment will be required in supporting infrastructure to mitigate the impacts of new development on the transport network.

The location of these development sites is identified below:



Challenge 2: Providing accessibility to services

Nantwich has varied population groups which have different accessibility needs. Although the town has relatively low levels of deprivation as a whole, it includes one of the 25% most deprived areas in the UK. Therefore, improving accessibility to employment from central Nantwich could contribute towards lowering the levels of deprivation.

Additionally, Nantwich has a higher proportion of both younger and older segments of the population in comparison to other areas of the borough. Over 24% of the population of Nantwich are 65 or older. Older people's mobility needs can require the availability of accessible passenger transport options and this should be considered in the coming years.

Nantwich has six primary schools and two secondary schools with colleges and higher education

available in nearby Crewe. For many schoolchildren, walking and cycling to school could constitute an alternative to being driven, with the benefits of improving overall road safety, increasing physical activity and reducing traffic flows (particularly around schools) in peak hours.

Nantwich's wide and dispersed rural hinterland constitutes a challenge in how to ensure efficient and sustainable accessibility. For residents who do not own a car, passenger transport will be important for accessing key services alongside walking and cycling for more local journeys.

Challenge 3: Improving our environment

As a consequence of high traffic flows and congestion in inner Nantwich, nitrogen dioxide emissions exceeded annual limits and an Air Quality Management Area (AQMA) was declared on Hospital Street between London Road and Prachitts Row. Reducing concentrations of congestion in the Nantwich area and increasing the usage of sustainable modes of travel will contribute to reducing vehicles emissions, as will future technological improvements which may come forward.

It is the Council's vision to continue to maintain and improve the image of Cheshire East and its high quality of place. The aim for the borough is to continue to be an attractive place to live and visit. As Nantwich is a location sought for its quality of place, maintaining and improving the quality of the local environment is an important local factor.

Challenge 4: Addressing poor health and physical inactivity

Alongside Crewe, Nantwich has one of the lowest levels of adult physical activity in the borough. Sports facilities available within the town include the Barony Park Sports Complex, Brookfield Park and Nantwich swimming pool which are within close proximity to local amenities and can be accessed by foot or bicycle. Encouraging more leisure and commute trips to use active modes of travel has the potential to improve health and physical activity of Nantwich's residents. Many destinations from shops to GP practices and schools are in walking and cycling distance for most residents.

A 'riverside loop' 3-mile walk is located within the town and explores the river and canal from the town centre, which can increase physical activity for recreational purposes. Other cycle routes increase accessibility within the town, including the Connect2 Crewe to Nantwich Greenway which offers a predominately traffic-free cycle route and cycle connectivity to Crewe within 30 minutes. This offers a viable commuting alternative to the car, reflected in 4% of Nantwich residents commuting via bike, one of the highest figures across Cheshire East. With further investment, this figure has the potential to be increased further which will assist in increasing physical activity levels overall in Nantwich.

Challenge 5: Maintaining and managing our network assets

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extreme weather events and that their impact is minimised will be increasingly important

- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the Borough
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Transport Issues and Opportunities

Travel demand

Of the 6500 Nantwich residents that commute to work, 29% travel less than 5km, a 25% travel 5 to 10km which is the range in which Crewe is located and only 27% commute more than 10 km. Compared to other places in the borough, more people commute a shorter distance and significantly less commute more than 10km, which is primarily a result of a significant proportion of Nantwich residents working in Crewe.

Commuting by car as this is the preferred choice for over 70% of commuters with 5% commuting by bus or train. 18% of residents walk or cycle to work which is one of the highest proportions for active travel in the Borough.

Active and Smarter Travel

The Connect2 Crewe to Nantwich Greenway offers a safe and direct off-road cycle route from Crewe to Nantwich, passing local amenities, including Leighton Hospital, Reaseheath College, Wistaston and Nantwich town centre, making it a popular route. Plans are in place to extend the route further northwards to Leighton Hospital and upgrade the section to an off-road path. A cycle path linking the Greenway to Reaseheath College along Nantwich Bypass could also be considered. From Alvaston Roundabout towards Nantwich town centre options could be considered to create a more coherent route.

National Cycle Network Routes 451, 45 and 5, 551 and 552 cycle routes connect Nantwich to nearby towns and the wider network of cycling routes. The short distances between other localities, along with the available routes, are reflected in an above average number of residents choosing to cycle. These cycle routes need to be maintained, improved and extended to ensure cycling remains an attractive alternative to car use for medium distance journeys.

The River Weaver runs northwards through the town and the Shropshire Union Canal passes to the west, making Nantwich a popular leisure walking destination. A number of promoted walking paths exist around Nantwich, such as the Nantwich Riverside Loop. Provision for pedestrians is generally good within Nantwich however some sections in rural areas can be challenging due to limited footways.

Bus

Bus services in Nantwich are available to Whitchurch, Crewe, Chester, Congleton, Sandbach. There are also bus connections to most rural areas surrounding Nantwich, including: Bunbury, Tiverton, Bulkeley, Audlem, and Wrenbury. These services operate at various frequencies and different days between Monday and Saturday. It is important that new developments, such as those listed in the Local Plan, are integrated into the public transport network.

Rail

Nantwich Railway Station is located on the Crewe to Cardiff line, which is operated by Arriva Trains Wales. Connections to Crewe, Shrewsbury and Wales are available on two-hourly services during the week, with further connections to national rail services in Crewe. A direct service is available between Nantwich and Manchester with a 56-minute journey time. It is recognised that these services have limited frequency with only one hourly service in peak periods. Increased frequency of this service would be an opportunity to provide a more attractive regular commuter option to a range of destinations including Manchester.

There are local calls to improve level crossings in the town as issues exist around the crossing stopping the flow of traffic for a longer period than necessary, creating localised delay on roads which could be prevented. Discussions with Network Rail have identified that this would require significant infrastructure investment and could be investigated in the future.

Given the proximity of Crewe Railway Station and the connectivity of that station both locally and nationally, it is noted that a significant proportion of rail trips in the town are made via Crewe. As such, improving sustainable travel links to Crewe would provide an opportunity to significantly enhance connectivity from Nantwich, particularly given the future opportunities provided by HS2.

Roads

Nantwich is well connected by road in all directions by the A534, A530, A500 and A51; however, key junctions within the town and along the bypass experience peak hour congestion. The following junctions within Nantwich have been identified as being in need of improvement:

- Burford junction;
- Alvaston roundabout;
- Peacock roundabout;
- Cheerbrook roundabout;
- Peter Destaplegh Way/Audlem Road; and
- London Road crossroads.

Due to future development key junctions along A5301 Elwood Way/Peter Destaplegh Way are forecast to be subject to capacity constraints in the future, and a new link road connecting the new Kingsley Fields development to the A51 and A534 will be required. Junction improvements to the A51 corridor north of Nantwich have been identified as a major highway improvement in the Local Plan aiming to reduce further potential congestion issues in this area.

Funding has been secured from planning permissions in Nantwich to implement improvements to the transport network in the west of the town. These include a long-standing aspiration to provide a new north/south route from Welsh Row, and potential one-way operation on Marsh Lane and parts of Welsh Row.

Nantwich experiences high demand for parking all year round. Nine car parks in Nantwich provide a total of 731 parking spaces, located within the town centre. On-street parking on Welsh Row can cause operational problems during peak times, particularly with regard to bus manoeuvring, and as such measures to better manage parking demand on Welsh Row. In the longer-term, consideration will also be given to measures to de-traffic this route and encourage traffic to utilise the B5341 Waterlode, in line with the historical nature of Welsh Row.

Poynton & Disley

Area Summary

Poynton is a town located on the north eastern fringe of Cheshire East, 17 km south of Manchester city centre, 10 km north of Macclesfield and 7 km south of Stockport. This profile also covers Disley, which is a distinct area of the Borough in its own right located to the north east of Poynton and east of Stockport.

Poynton and Disley have strong economic links to neighbouring Macclesfield and Greater Manchester, with significant cross border movements as the areas are popular for those who commute to Manchester. There is significant planned development both within Cheshire East as identified within the Local Plan and Greater Manchester as identified in the emerging Greater Manchester Spatial Framework. This proposed growth highlights the importance of effective management and investment in the transport network as without effective connectivity this jobs-led growth is unlikely to be deliverable.

In addition, the South East Manchester Multi-Modal Strategy (SEMMMs) is currently being refreshed by Cheshire East Council, Stockport Council and Transport for Greater Manchester, which is due for consultation in 2018. This will inform a future iteration of this profile in terms of emerging issues, options and schemes.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Poynton, Disley and surrounding areas.

Challenge 1: Supporting growth and economic strength through connectivity

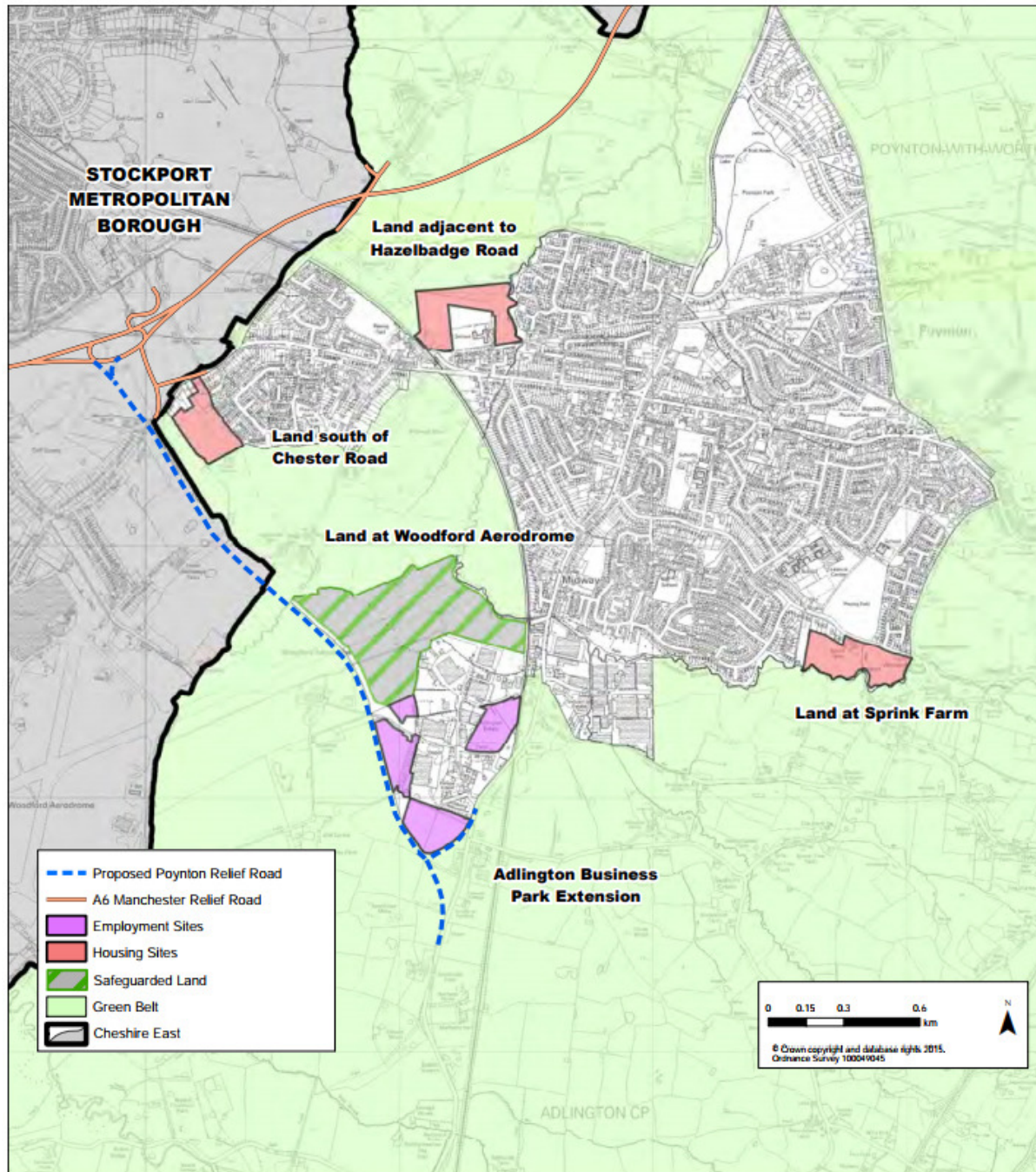
Poynton and Disley have economic activity rates of 69% and 72% respectively. These figures are both higher than the borough-wide average. Of Poynton's working population, 76% drive to work, which is 2% higher than the borough average. For Disley, this is slightly lower at 71%.

The main junction in the centre of Poynton, the A523/Park Lane/Chester Road, experiences congestion as a result high traffic volumes. Congestion in Poynton has the potential to limit growth in future as a result of long journey times for commuters. There is a lack of road capacity in the town centre to support additional growth and investment, something the Poynton Relief Road will play a key role in addressing.

Employment within Poynton and the surrounding areas is primarily centred on the Poynton and Adlington Industrial Estates, in addition to the town centre shops and leisure facilities. Due to the industrial estates being rurally located, in addition to limited integration with the public transport network and sustainable travel options often commuters both local and from Greater Manchester drive to these employment sites. This presents a challenge for accessibility to these employment sites which could limit their appeal to commuters from further afield, whilst also presenting a potential limitation to investment.

Due to limited employment opportunities near Poynton, a high proportion of people commute out of town for work to areas including Manchester, Stockport and Macclesfield; 25% of commuters travel between 5 and 10km and a further 21% travel between 10 and 20km. These figures indicate that there is a high degree of cross-boundary travel. Currently, a lack of direct routes results in traffic from the Poynton area passing through other local settlements in Greater Manchester including Woodford, Hazel Grove and Cheadle Hulme.

The Local Plan outlines the development areas planned for Poynton:



- | | |
|---|------------------|
| • CS 57 Land adjacent to Hazelbadge Road | Housing |
| • CS 58 Land at Sprink Farm | Housing |
| • CS 59 Land south of Chester Road | Housing |
| • CS 60 Adlington Business Park Extension | Employment |
| • CS 65 (Safeguarded) Woodford Aerodrome | Safeguarded Land |

The Local Plan allocates three different housing development sites and one area of employment

involving an extension of Adlington Business Park by 10ha. Land on the former Woodford Aerodrome has also been safeguarded for future development. Further development land for employment would be required to increase the number of residents employed within Poynton, with approximately only 3000 people currently working within the town. It is important for the transport network in Poynton to support jobs-led growth.

In light of the above, the proposed Poynton Relief Road would connect to the A6 Manchester Airport Relief Road, which is currently under construction. This would provide additional economic benefits to the town through reduced congestion, with associated environmental and social benefits. The link will also open up accessibility to the Local Plan development sites. This link has the potential to make the area more attractive for investors and consequently to increase employment opportunities. In addition, links from Poynton to destinations east/west will be improved as well as accessibility to the M56 which will open up opportunities for businesses and residents.

Challenge 2: Ensuring accessibility to services

There are primary, secondary and further education facilities in Poynton; in Disley, there is one primary school. For secondary education, Disley residents need to travel to Poynton, Hazel Grove or New Mills. For additional college options, other nearby facilities are located in Bramhall, Cheadle and Marple. For tertiary level study, Manchester offers the closest institutions. To support the future success of Poynton there is a need to provide viable public transport access and sustainable travel options to provide a choice of further education options. The proposed development of the land adjacent to Hazelbadge Road provides an opportunity to incorporate green infrastructure such as pedestrian and cycle links to new and existing residential areas, employment areas, shops, schools and health facilities, including improved pedestrian links to the town centre, and the railway station.

Employment locations within the town centre are accessible on foot from residential areas and also the train station. However, with the train station situated to the west of Poynton reaching the east of the town on foot takes approximately 30 minutes. Whilst Adlington Industrial Estate is situated over 1 mile from the railway station, this distance is considered unattractive for those travelling by train and walking, therefore the primary mode of travel is by car at present.

Non-car links between Disley and Poynton/Macclesfield are relatively limited with the majority of travel to Greater Manchester. There are however specific services which Disley residents need to access within Cheshire East and consideration should be given to alternative travel options to Poynton and Macclesfield.

Challenge 3: Protecting and improving our environment

It is the Council's vision to continue to maintain and improve the image of Cheshire East and the high quality of place. Improved connectivity between local attractions, such as local shops and Lyme Park would improve the attraction of Poynton and Disley as a place to live and as a place to visit. There is a need to address the AQMA on the A6 Market Street in Disley. One way to improve the air quality would be to improve connectivity by public transport and sustainable options, in order to help address congestion and therefore improve air quality in Poynton and Disley. Specific highway improvements can also play a key role in mitigating the impacts of congestion and vehicle emissions, in addition to wider efforts to transition to lower emissions technology.

There are some existing cycle and walking routes through green and rural areas which can be pleasant to use and improve connectivity to open space. Poynton is located to the west of Middlewood Way, which is an 11-mile traffic free greenway from Macclesfield to Marple providing a

scenic off-road route for both leisure and commuting purposes. Notwithstanding this, walking and cycling for commuting is lower than the Cheshire East average. Further improvements to green infrastructure would provide additional attractive routes which would contribute to the uptake of sustainable modes of travel.

Challenge 4: Promoting health, wellbeing and physical activity

Approximately 22% of adults in Cheshire East engage in physically activity for less than 30mins per week. This is an issue as we know that lack of physical inactivity is a major contributory factor to poor health. There is therefore a need to encourage more active lifestyles in the Borough.

In addition, Poynton and Disley have an ageing population, with 23% in Disley and 24% in Poynton over the age of 65. It is therefore necessary that accessible transport options link residents with the services they need to maintain good health and wellbeing.

Improved walking and cycling infrastructure increasing connectivity and providing alternative travel options to local destinations has been shown to support increased levels of active transport. This is one way of supporting physical activity and reduced health inequality.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
- Safety for all: Our transport system must be safe, and be perceived to be safe so that everyone, especially vulnerable users feel confident to travel
- Transport resilience: Ensuring that the transport network is well maintained and resilient to extreme weather events and that their impact is minimised will be increasingly important
- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

A significant proportion of residents travel to neighbouring towns and cities for work including Manchester, Stockport and Macclesfield. Due to Poynton and Disley being situated to the west of the Peak District, flows to the west are much higher than flows to the east. These journeys account for the 31% of the working population which travel over 10km to work, a figure much greater than other areas of Cheshire East. As a result, 76% of commuters in Poynton, and 71% of commuters in Disley choose to travel by car.

Active and Smarter Travel

The Middlewood Way is a long-distance recreational footpath/cycleway to the east of Poynton, which extends between Marple and Macclesfield and is part of the National Cycle Network Route 55. There are however limited links from the Middlewood Way to Poynton and Disley itself, particularly in the case of cycling. Providing these links would improve accessibility to and from the Middlewood Way with benefits for residents and visitors. This would also enable cycling journeys between Disley and Poynton. Cycle facilities along the A6 through Disley and A6MARR mitigation measures through the village will also create a more cycle friendly atmosphere in Disley.

The Poynton shared space scheme aims to create a more attractive and less car dominated local centre and this scheme could be complemented by cycle infrastructure improvements nearby. The Poynton Relief Road will also complement the shared space scheme through reallocation of some traffic travelling through Poynton and improve the benefits of the shared space scheme.

In addition, routes could be implemented from Poynton and Disley to Lyme Park and the Gritstone Trail in particular, which would encourage active travel leisure use into green areas and the countryside. On the existing network, Disley is well connected to the Peak District via the Peak Forest Canal towpath, which provides a scenic route that encourages active travel.

There are opportunities for both footway and cycle infrastructure to be improved on routes in the town centre connecting to employment areas such as Poynton and Adlington Industrial Estates. There are existing advisory cycle lanes along Chester Road, which is the main road into Poynton from the west and from the station. However, these routes are intermittent and cyclists would benefit from dedicated facilities at junctions to improve perceptions of safety and increase use. It is also acknowledged Poynton would benefit from the provision of a signed route from the station to the towns industrial estates.

Bus

Poynton is served by a service which connects to Macclesfield, Hazel Grove and Stockport. This service runs on an hourly frequency on weekdays and Saturdays, however it terminates in the evening and doesn't run on Sundays. This has been re-routed to cover western Poynton as well as the east of the town.

Disley's bus service consists of the 199 High Peak bus service, which runs twice per hour. This connects Disley with Buxton, Stockport and Manchester Airport. There is not currently a bus service in operation that connects to Macclesfield and Poynton.

Considering potential future travel demand growth as a result of investment in both Poynton and Disley, integrating the bus network into developments outlined in the Local Plan would provide additional benefits. A proportion of the population in Poynton also rely on bus travel for access to local services and amenities within Poynton and also in Hazel Grove and Stockport. One potential option could be linking Poynton into a future bus service which runs between Hazel Grove and Manchester Airport to be considered further through the SEMMMS refresh work.

Rail

Poynton Railway Station is located to the west of Poynton outside of the town. Rail travel represents 5% of commuter's mode of travel to work. The station is located on the West Coast Main Line and operates an hourly service to Stoke-on-Trent southbound and Manchester Piccadilly northbound, with half hourly trains to Macclesfield during peak times. Due to the limited frequency of trains to commuter areas (1 per hour), and the location of the station outside of the town (approx. 15min walk to town centre), Hazel Grove Railway Station also accommodates a significant volume of commuter trips from Poynton. This is due to that Hazel Grove offers a more frequent service, free parking and benefits from reduced fares to/from Greater Manchester. Service improvements from Poynton station may reduce car-based commuter travel and potential "park and ride" travel to Hazel Grove, thereby reducing congestion on local roads. As a result, an investigation into the improvement of public transport links from Poynton to Manchester, Stockport and Hazel Grove is ongoing.

The train station in Disley is situated on the Manchester to Buxton line. Approximately 8% of commuters in Disley use the train to travel to work, and the station has experienced an increase of 10% in passenger entries and exits between 14/15 and 15/16, according to ORR statistics. Hourly services run to Manchester Piccadilly and Buxton, with services operating twice per hour during peak hours. Disley would benefit from increased frequency of trains to and from Manchester Piccadilly.

Additionally, the accessibility of rail travel would benefit from improved opportunities for interchange. For example, cycle and walking routes and key attractors could be signposted in order to encourage further use of the station, and integration with local bus services.

Roads

The Poynton Relief Road scheme planning application was submitted in 2016. The road would link London Road South (A523) to the A6 to Manchester Airport Relief Road (A6MARR), thereby relieving congestion in Poynton and acting as a catalyst to deliver Local Plan sites. This scheme will help to attract necessary investment into the area. This will improve the connectivity of the road network in Poynton to larger service and employment areas.

The A6 through Disley is a key arterial route between the Peak District and eastwards to Greater Manchester, North Cheshire and the strategic road network. As such significant levels of general traffic and HGVs use this route through Disley village. A package of mitigation measures is being brought forward in Disley in respect of increasing traffic flows as a result of the A6MARR scheme. The ongoing SEMMMS work will consider further multimodal options to improve travel on both the A6 and A523 corridors. There is a longstanding desire for an improved A6 route to bypass Disley. Development of this scheme will require inter-authority working involving Cheshire East, Derbyshire and Stockport councils to define an appropriate solution.

The main link between the town and the strategic road network is the A523 connecting Poynton to

Hazel Grove, the A6 and Macclesfield. Congestion on the A523 and A5149 junctions are acknowledged to contribute to a perception of severance within the town centre. In an attempt to address this Fountain Place in the town centre has been improved in to a shared space arrangement. While this has led to a reduction in queuing and reduced flows have improved air quality and traffic noise there is still a significant number of vehicles passing through Poynton Town Centre every day.

40 parking spaces can be found at the railway station. There is also a car park at Nelson Pit Visitor Centre and Poynton Civic Hall, which offers 204 free car parking spaces. The Town Council have reported that since the introduction of parking charges at both the railway station and Nelson Pit, this had led to a rise in parking in residential areas.

There are two Council owned car parks within Disley; 40 spaces are at the community centre and 20 at the station approach which are both free of charge. In addition the train station offers 25 free spaces. There are also a number of private car parks, such as one at the Rams Head.

Rural Areas

Area Summary

Cheshire East's rural areas, communities and open spaces plays a key role in the borough. Our rural economy also plays a significant sub-regional role both through traditional land-based businesses but also non-land based businesses which appreciate the rural setting; including professional services, digital and creative industries, and the visitor economy. Our rural areas with their strong quality of place attributes present a number of opportunities and challenges with regards to transport and responding effectively to these will allow them to thrive to the whole borough's advantage.

There is significant planned development within Cheshire East supporting the Council's objective of jobs-led growth with an element of this growth planned in some of our more rural areas. This pro-growth policy position underlines the importance of effective management of the transport network to ensure journey time efficiency and reliability.

Challenge 1: Supporting growth and economic strength through connectivity

Traditional land-based businesses such as farming and agriculture, as well as Cheshire's countryside and tourist attractions form a significant part of the borough's economy attracting investment and visitors to the borough. The challenge is to maintain the attractiveness of our rural areas and further improve their quality of place in order to attract visitors and investment. It is important to maintain and improve accessibility to these rural areas in order to provide connections to businesses in these areas and allow the local economy to grow.

Rural areas need to be well connected to key towns and service centres to ensure their continued viability and success. Improved connectivity through all modes of transport will increase options for travel into these rural areas, open up accessibility and increase investment in rural areas supporting jobs-led growth.

We have employment sites and business throughout our rural areas, in the Cheshire Science Corridor and on the edge of towns, which face many of the same accessibility issues. Some of these are major employers, such as Barclays near Knutsford, Sanofi near Holmes Chapel, Alderley Park, Astra Zeneca on the edge of Macclesfield, and Jodrell Bank Observatory near Chelford. We also need to ensure our rural areas have the infrastructure to be attractive for inward investment. These businesses are critical to our future prosperity and diversification of the rural economy is important in order to encourage new jobs and innovation. Many of these have very specific transport needs and it is important to support them through improved connectivity and communications.

Challenge 2: Ensuring accessibility to services

As mentioned above, a number of key employers have chosen to locate in rural areas, such as Alderley Park. These locations can have challenges associated with public transport accessibility, contributing to relatively high levels of single occupancy car travel. The challenge in Cheshire East is to ensure that residents can access these key employment areas in order to open up career opportunities. Improved integration of these workplaces with public transport and the road network in addition to infrastructure encouraging active modes of travel would benefit residents and employers alike.

In rural areas schools tend to have larger catchment areas due to lower population densities which can make the home to school journey more difficult than in urban areas. In the majority of rural areas in the borough there is only one catchment area for both primary and secondary schools. Whilst in some parts of the borough the nearest secondary school can be up to 8km away. The challenge in rural areas is to ensure that there is good quality and safe access to education for students via sustainable modes, public transport and highways. Independent access to further and higher educational opportunities is critical to enhancing prospects for residents.

In addition, access to retail opportunities and wider services can be more challenging. The larger shops and some services are usually located in key service centres and towns, rather than rural areas. The challenge is to ensure that there is road and passenger transport connectivity between rural areas and retail services in order to provide access for residents for both utility and employment purposes.

Challenge 3: Protecting and improving our environment

One of the Council's main priorities is to maintain and improve the image of Cheshire East and its high 'quality of place'. In particular, the 'quality of place' of our rural areas helps Cheshire East to stand out from competitors and attract investment, visitors and tourists. The Council also place importance on making Cheshire East 'a green and sustainable place'.

One major challenge is that a reliance on the car can negatively impact air quality, create severance for pedestrians and result in nuisance noise. Addressing high flows of vehicles and congestion, for example through improved public transport and sustainable connections between rural attractions such as Tatton Park and Jodrell Bank could subsequently bring about benefits for rural areas. The Council are also investing in upgraded highway routes where appropriate which remove traffic from pressure points.

There are two Air Quality Management Areas (AQMAs) in rural Cheshire East, located in Cranage on the M6 and on the A556 at Mere which will be addressed in line with this LTP and the forthcoming Air Quality Strategy.

Challenge 4: Promoting health, wellbeing and physical activity

Cheshire East has relatively low levels of deprivation when compared to national averages. However, it has been reported that statistics can fail to capture the reality for residents in rural locations as a result of being sub-divisions of a larger area³³. For example, there can be issues of low paid work, social isolation, high costs of commuting, and poor accessibility to hospitals in some rural areas. It is the role of transport to provide connectivity for those living rurally to be able to access the services they require and for the road network to be able to cater for residents and support jobs-led growth.

Cheshire East's population has a significant proportion of residents over the age of 65 and this ageing population brings a number of additional challenges. Older people are more likely to use healthcare, and in rural locations in particular, this can be challenging due to less public transport connectivity and often longer distances to cover than in our more urban areas. Over the coming years, there is a challenge to provide for our rural communities to ensure that there is suitable accessibility to the services they require.

³³ Public Health Association, *Health and Wellbeing in Rural Areas* (2017)

There is a challenge to increase physical activity to help people live better and for longer and an opportunity to encourage the uptake of physical activity; in particular, through the maintenance and provision of walking and cycling routes for both leisure and utility travel.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

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- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the borough, particularly in rural areas
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities relating to how we manage and fund our transport network. The Council will work with central government and other partners to identify how transport infrastructure is maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. We will need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport issues and challenges

Travel demand

There are various rural areas within Cheshire East and these tend to be closely associated with different towns in Cheshire East or across our border in to neighbouring areas. The key areas they are associated with form routes for many commuting and leisure trips as well as to access services. The mix between our rural, urban and those areas which lie between the two are shown in the map of the borough below.

Active and Smarter Travel

Footpaths are not always present alongside the side of roads in rural areas, which can discourage people to choose to walk. It is important for improvements to footpaths to be made (where feasible) in order to encourage their use for short trips, such as commuting and leisure purposes.

For leisure and tourism, the attractive landscape results in a high proportion of visitors to the region to enjoy Cheshire East's walking routes. There are a number of popular long distance routes in Cheshire East including the Gritstone Trail, the Sandstone Trail, Middlewood Way and the Bollin Valley Way, as well as many shorter walking routes on offer. Improvements to some rural walking routes such as off road routes and public rights of way would bring benefit, especially to people who are disabled and older people. It is important for routes to be maintained in order to further promote walking for leisure and support the visitor economy.

In addition to footpaths and bridleways, there are existing rural cycle routes through Cheshire East, and also National Cycle Network routes which pass through the borough. The National Cycle Network provides long distance connections between locations, mostly through the signage of quiet routes such as country. Existing cycle infrastructure could be improved by linking existing routes and also by increasing the provision of dedicated cycle infrastructure and maintenance of routes. The Cheshire East Cycling Strategy contains an aspirational strategic route map with many of these routes linking through rural areas of the borough.

Bus

Public transport is a challenge in rural areas due to the low density of residential areas and workplaces. Some areas, such as High Legh, does not have a bus service, and is no longer connected to Altrincham and Warrington. The Goostrey service to Sandbach operates twice per day, which

provides a useful service for local residents, maintaining bus connectivity for Goostrey. Rural areas such as Audlem and Wrenbury are integrated into the bus network and are connected to Whitchurch and Nantwich.

A majority of rural areas retain access to key service centres so they are not cut off from services. As a result of the ongoing bus service review some towns may have reduced access to more than one key service centre and/or principle town in Cheshire East and the surrounding areas by bus.

In combination with the Council providing passenger transport services, one additional option is to further encourage community transport, which can help connect people in rural areas to the services and facilities that they need.

Rail

Some rural areas in Cheshire East are well served by rail services and rail stations. Between 2014/15 and 2015/16 all rural stations increased their usage, apart from Plumley, Styal and Wrenbury. Holmes Chapel and Disley both exceeded 150,000 passenger entries and exits in 2015/2016. This growth of rail use suggests that more people are relying on public transport in rural areas. As such, it is important to support rural stations and services and provide for current and future users through maintenance and improvement; whilst also lobbying for increased services where necessary and providing onwards travel options from stations.

Roads

Local roads in rural areas are very important to residents and businesses, as travelling by car is often the primary option for travel. Travelling by car requires the roads to be well managed and maintained. Subsequently, it is important to continue to invest in the local road network in order to have a well maintained road network in rural areas.

Traffic in some rural areas can impose negative external impacts on villages and communities. This can include severance, deteriorating of air quality and noise issues; as such, it is important to address detrimental traffic impacts in rural areas. A number of main rural A roads are busy during peak periods. Through traffic can result in negative impacts on rural villages and small towns. The A54 and A50 in Holmes Chapel both experience high levels of through traffic which also has a wider impact on east-west connectivity across the borough, as the A54 is a key route between Winsford and Congleton. The A50 also has an impact on rural connectivity as this route can be affected by incidents on the M6, which can cause rerouting along the A50. This negatively impacts various settlements along the route. Further investigation of the A50 and A54 is needed once the M6 J16-19 Smart Motorway schemes has been completed in order to better understand movements and address ongoing issues.

Car parking in rural areas is also important as residents / visitors in rural areas tend to rely more on the car. Car parking facilities should support the vitality and economy of villages in rural areas and car parking prices should be appropriate for each area in order to attract visitors and provide sufficient capacity to meet demand.

In rural areas where there are rail stations it is also important to provide enough parking to encourage people to 'park and ride', rather than use the car to travel the whole distance of their journey.

Sandbach

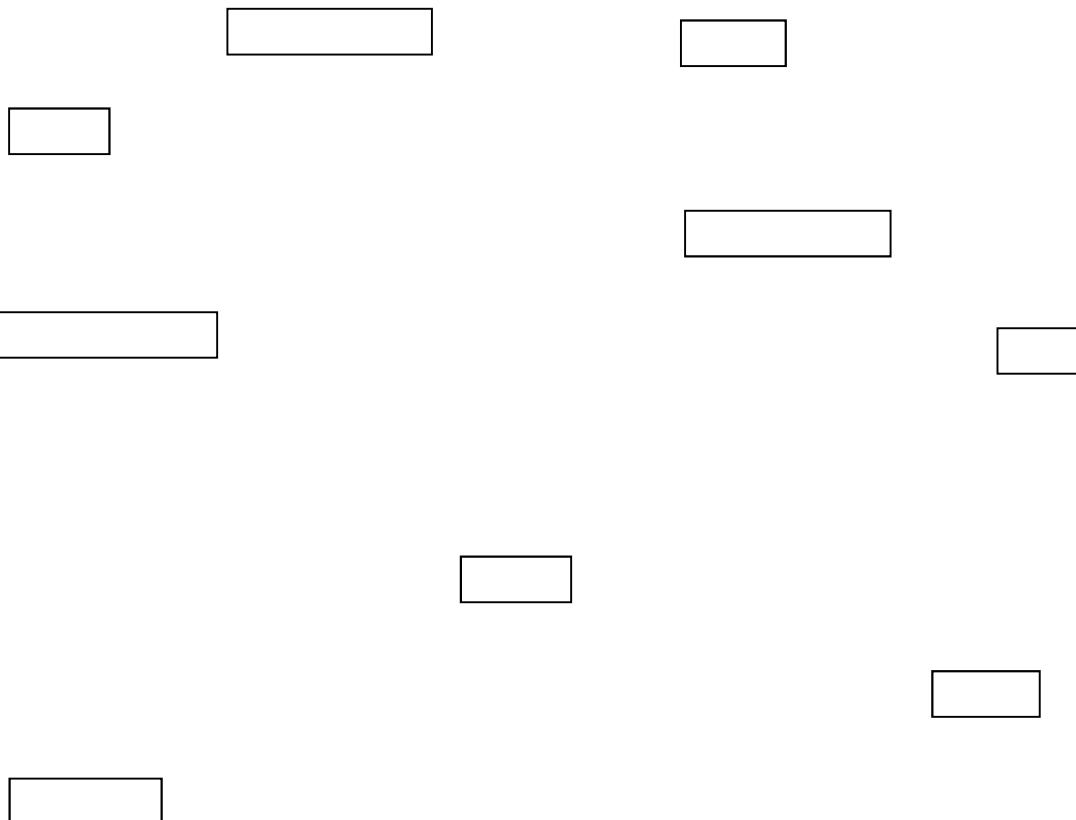
Area Summary

Sandbach is a historic market town centrally located within the borough, around 7 km north-east of Crewe and 20 km south-west of Macclesfield. Due to its proximity, Sandbach has close links to neighbouring Crewe, particularly for travel to work. Sandbach has been a focus for significant housing growth in advance of the adoption of the Local Plan. This growth has increased challenges in relation to local transport provision.

Sandbach is comprised of several distinct settlements including the town of Sandbach plus Elworth village, Ettiley Heath, Wheelock village and Sandbach Heath. These areas are referred to collectively as Sandbach throughout the Local Transport Plan. There is significant planned development within Cheshire East supporting the Council's objective of jobs-led growth. This includes one committed site in Sandbach as outlined in the Local Plan, which consists of employment land and up to 450 homes. This pro-growth policy position underlines the importance of effective management of the transport network to ensure journey time efficiency and reliability.

Outlined below is a discussion on the six key transport challenges which have been identified across Cheshire East and how they impact Sandbach and surrounding areas.

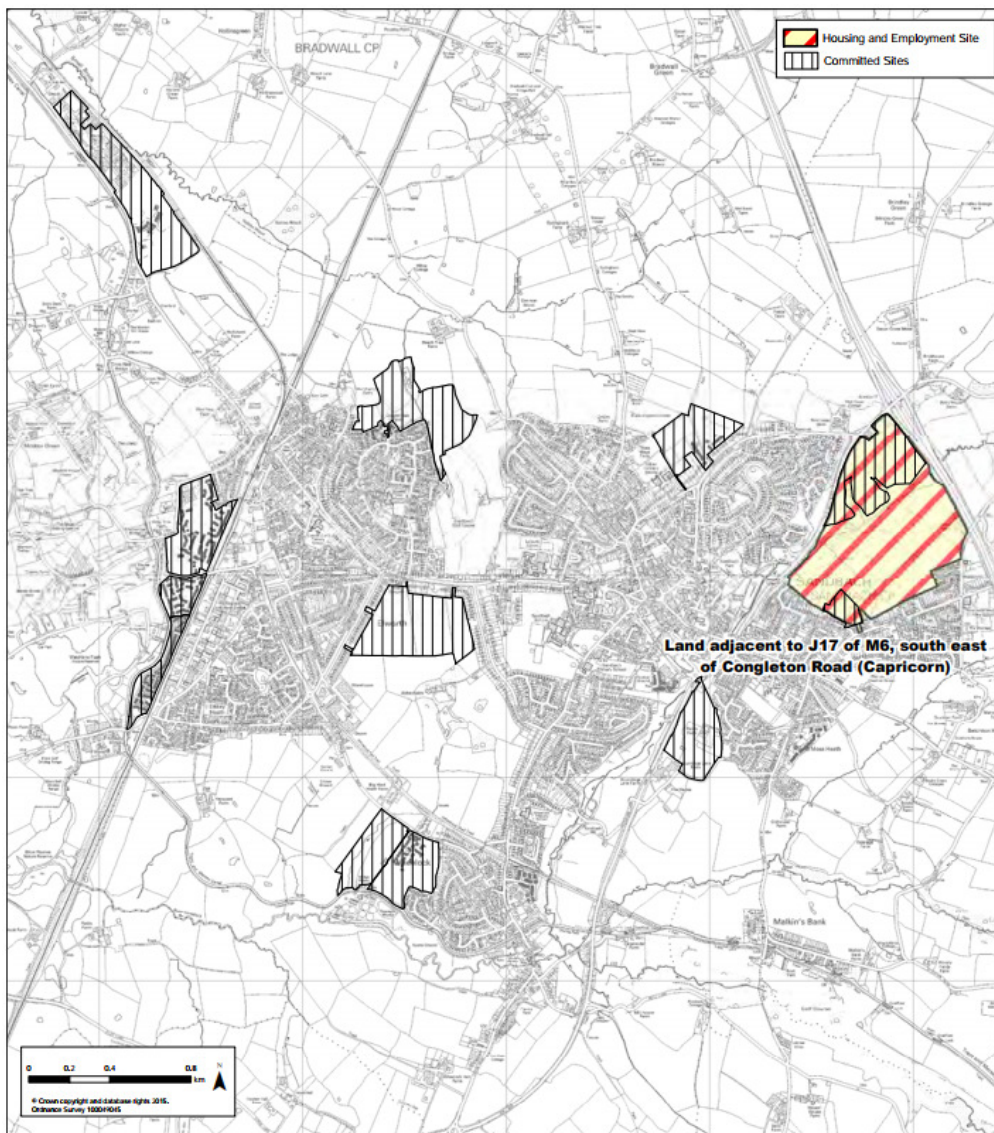
Sandbach - Key Transport Infrastructure



Challenge 1: Supporting growth and economic strength through connectivity

Following the 2002 closure of local truck manufacturing industries, a marked shift in employment has occurred in Sandbach resulting in less manufacturing activity and larger numbers of local people now working within managerial, professional and associate professional occupations (45.9%). Sandbach is performing comparatively well economically with 70% of residents being economically active, which is above the borough average. The average household income in Sandbach is also slightly higher than both the Cheshire East and national averages. It is important that the transport network continues to support Sandbach's economy through effective connectivity as a means of supporting improved quality of life and the Council's priority of jobs-led growth.

In Sandbach itself there is a relative shortage of jobs, leading to a net outflow of commuting trips; the structural shift in employment in the past decade means there is opportunity to deliver local jobs through development. One strategic land allocation for future development is identified within the Local Plan (LPS 53 adjacent to junction 17 of the M6) the location of which is shown below:



Strategic Development Sites around Sandbach

The development site includes 20ha of employment land and 450 new homes. A demand for more employment land exists as Sandbach has experienced a reduction in undeveloped employment land and an increase in housing developments in recent years. It is important to maintain a good level of road accessibility to this new development site and ensure that the road network has sufficient capacity to support future growth.

Additional provision of local employment may also reduce the proportion of longer-distance commuting trips, if an increased number of residents have opportunities to work closer to home. Currently, the main employers in Sandbach are located at the Cheshire East Council offices on Middlewich Road, Spring Vale Industrial Estate in Ettiley village and business units in Elworth. It is important to have good accessibility to these employment sites in order to support economic growth and investment.

From Census travel-to-work data, 16% of employees live less than 2km from their place of work and an additional 6% live less than 5km from work. Due to limited employment opportunities within Sandbach, 24% travel 5 to 10 km and 37% travel more than 10 km to work. In part, as a result of this tendency for relatively long commutes 78% of Sandbach's residents travel to work by car. The impact of this high proportion of car use is reflected in peak time congestion on the A533 and A534, as well as at junction 17 of the M6. Congestion has the potential to limit local economic growth and as such it is important to address local impacts and provide a road network that enables future growth.

Sandbach is connected to the Strategic Road Network via the A543 towards the M6 via junction 17, north to Congleton and southwards to Crewe. The A533 provides a connection to Middlewich and Northwich and links with the A534. Commuter traffic is an issue on all of these roads, particularly the A534 corridor, which is causing concerns for local residents and businesses due to queuing and congestion. Links which are currently congested due to commuter traffic require intervention in order to provide capacity for future investment and growth in Sandbach.

Sandbach's proximity to M6 junction 17 offers connection to the rest of the country. Notwithstanding provision of a roundabout and junction improvements on the southbound slip roads of the M6, the junction experiences congestion and safety issues which are likely to be exacerbated by future development unless mitigated. It is considered to be vital to address the form and function of M6 junction 17 in order to provide capacity for growth, improve resilience of the road network and enhance the environment.

Challenge 2: Ensuring accessibility to services

Local amenities should be accessible for all local residents and businesses. Significant growth is planned in Sandbach with Cheshire East's Local Plan identifying the potential to deliver 2,750 new homes by 2030 and the transport network will need to support this growth. Cheshire East has the fastest-growing ageing population in the North West and Sandbach will be impacted by this. Demographic trends will need to be recognised in future transport improvements, including the particular transport and access requirements of an ageing population.

Sandbach and its surrounding areas has 6 primary schools and 2 secondary schools with an integrated sixth form. For additional options for further study residents need to travel further afield to Crewe or Nantwich. For university level study, Keele University is the nearest university however Sandbach also has rail connectivity to sites in Manchester. It is important to maintain public and

active transport connectivity to education in order to support independence and enhance prospects for younger residents.

As a historic Market Town Sandbach hosts a range of local amenities. To maintain accessibility of local amenities for local residents and the surrounding parishes, services and the public transport network, accessibility improvements are also required for residents in the surrounding rural settlements, such as older residents and those that do not have access to a car to access the services in Sandbach.

Challenge 3: Protecting and improving our environment

Due to annual nitrogen dioxide limits being exceeded, an Air Quality Management Area (AQMA) was declared in 2009 for a number of properties along the A533 Middlewich Road, and another at the A534 Holmes Chapel Road/A5022 junction. It is important to protect and improve the environment, support improved air quality and address the AQMAs in Sandbach in line with the Council's forthcoming Air Quality Strategy.

Cheshire East has a vision to continue to maintain and improve quality of place in the borough, building on our environmental assets. The vitality of Sandbach town centre should be maintained and further developed to enhance its attractiveness destination for businesses, employers, visitors and residents. Improving connections between attractions, such as local shops, and leisure routes for example would improve the quality of place and attractiveness further.

Challenge 4: Promoting health, wellbeing and physical activity

Approximately 22% of adults in Cheshire East engage in physically activity for less than 30mins a week. This is concerning as it is well established that physical inactivity is a major contributory factor to poor health. There is therefore a need to encourage more active lifestyles in the borough in support of good health.

Deprivation is commonly associated with poor health outcomes. The index of multiple deprivation (2015) shows that Sandbach has relatively low levels of deprivation in comparison to the wider borough and country. However, there are pockets of deprivation around the centre of Sandbach and the high street.

There is a high proportion of over 65s in Sandbach (20%). As such we need to ensure older people who do not drive have good connections to health care, services and leisure opportunities.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the Borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
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- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the Borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Opportunities

Travel demand

Currently, there is a net travel to work outflow of over 2,000 people per day from Sandbach, which is due in part to relatively limited employment opportunities in Sandbach. The primary destinations for commuters from Sandbach include Crewe, Middlewich, Knutsford, Holmes Chapel, and Congleton. (Census travel-to-work data).

Active and Smarter Travel

Increased levels of sustainable and active travel are crucial to improved accessibility, health and physical activity. As such, there is a need to invest and promote public and active travel infrastructure and services to increase their use. There are clear opportunities to improve the existing cycle provision such as the Wheelock Rail Trail, which is relatively flat, and green infrastructure such as Sandbach and Elworth Parks. Additional connections between existing cycle routes and key attractions/destinations could increase the uptake of cycling for both leisure and commuting, thereby creating a connected network. A Town Cycling Plan is currently being prepared for Sandbach and once finalised this will propose key improvements within the town. Suggested schemes from this will be considered for LTP funding in line with the appraisal framework.

Several walking routes exist within Sandbach, including the Wheelock Rail Trail, Sandbach Bridges Trail and the Trent and Mersey Canal towpaths. Improvements on these routes in terms of accessibility and maintenance in particular on the Trent and Mersey Canal towpath and the A534 crossing on the Wheelock Rail Trail would encourage additional users to benefit from these routes. The Sandbach Footpaths Group has identified a number of opportunities to provide better connectivity of footpaths and public rights of way, creating better linkages across the town. An illustration of the type of networks that could be created is provided below.

Sandbach Footpaths network, including indicative new links

Active and smarter travel should be encouraged for the home to school journey. The delivery of improved facilities for pedestrians and cyclists linking schools provides increased accessibility for school children, improved safety and mitigation of some of the detrimental impacts of school-related traffic on highway network performance.

Bus

The town is currently served by regular bus services to destinations including Crewe, Congleton, Macclesfield and Middlewich. Following its review of Supported Bus Services, the Council will be retaining direct routes to Leighton Hospital, Alsager, Holmes Chapel and Goostrey, as well as a town service within Sandbach. These will be supplemented by retained evening services on Route 37 (Winsford – Sandbach – Crewe) and Route 38 (Macclesfield – Sandbach – Crewe).

Rail

Sandbach train station is located in Elworth and offers two trains per hour to central Manchester, one of which stops at Manchester Airport. Approximately 3% of residents commute via train, which is in line with the Borough average. With planned expansion of Manchester Airport there is the potential for increased job opportunities for Sandbach residents and improved access to the airport will become increasingly important.

In addition to Sandbach Station, Crewe Railway Station is accessible within a 10-minute car or train journey from Sandbach and provides additional connections. Crewe Station is extremely well connected with quick access to London (1hr 35mins), Edinburgh (3 hr 15mins) and the rest of the UK. There is potential for the journey times to improve with the proposed HS2 line, with Phase 2a involving improvements to the Sandbach line, although there may be some disruption to Sandbach station and services resulting from construction of the scheme. There is a need to pursue the best local train service outcomes for Sandbach and the wider borough from delivery of HS2.

Sandbach station would also benefit from improvements to access and customer facilities. These

are likely to be more viable as passenger demand increases due to local developments including the Capricorn site. The Council are supportive of reopening the rail line between Sandbach, Middlewich and Northwich in future, which would have benefits for users of Sandbach Station.

Due to Sandbach Station being located approximately 1 mile from the town centre (and approximately 25 minutes walk) rail travel can be challenging when accessing residential, retail and employment areas within the town centre and towards eastern Sandbach.

Sandbach is also expected to benefit from any future re-opening of the Sandbach to Northwich railway, via Middlewich. Introduction of new services on the Middlewich line are expected to open up new destinations from Sandbach by rail.

Roads

To address significant commuter traffic and linked congestion issues on local roads improvements to the A534 and surrounding junctions has been classified as a highway scheme improvement in the Local Plan and Infrastructure Delivery Plan. This will allow for the roads and junctions improved by this scheme to cater for existing traffic and have enough residual capacity to support future growth and investment. Peak time congestion is also present on the A533 through Sandbach. There is also a perception of speed limit adherence issues within Sandbach which require further investigation.

As described previously, there is a need to address access onto and over the M6 due to existing congestion and safety issues. Plans are currently in place for the roundabout to the northbound slip roads to be redesigned to enable access to the new employment site and planned development. Further junction improvements may potentially be required in this area in the future. In addition to M6 junction 17, a wider programme of works on the M6 junctions 16 to 19 are being delivered through Highways England's Smart Motorways programme. These improvements will provide additional capacity and improve resilience allowing for further growth in the future.

Car parks across eight sites in Sandbach provide over 500 free spaces, but there is a lack of car parking facilities to serve both the medical centre and shopping areas which provide essential services for residents. Introduction of charged parking at Sandbach rail station is known to have displaced some long-stay parking into nearby residential streets. The need to define a balance between the needs of residents and those of commuters is expected to be a key focus in the development of a parking plan for the town.

Wilmslow

Area Summary

Wilmslow is a market town with a thriving retail and leisure economy. The town is situated in the north of the borough, adjacent to Handforth to the north and Alderley Edge to the south. Wilmslow serves as a central service hub for other nearby settlements including Morley Green, Alderley Edge, Nether Alderley and Mottram St Andrew.

Wilmslow is approximately 18km south of Manchester city centre, and 4km south of the Greater Manchester border. Subsequently, the town has significant economic ties with Greater Manchester and benefits from substantial commuter inflows and outflows to and from Manchester, contributing to Wilmslow's economy to the benefit of both businesses and residents.

There is significant planned development both within Cheshire East as identified within the Local Plan and Greater Manchester as identified in the Greater Manchester Spatial Framework; with growth in and around Wilmslow and neighbouring Greater Manchester likely to impact Wilmslow. This highlights the importance of effective management and investment in the transport network in Wilmslow and the surrounding areas, as without effective connectivity desired levels of jobs-led growth are unlikely to be deliverable.

Outlined below is a discussion on the six key transport challenges identified in Cheshire East's Local Transport Plan as having an impact on the Borough and how they impact Wilmslow.

Challenge 1: Supporting growth and economic strength through connectivity

Census 2011 statistics reported approximately 71% of commuters living in Wilmslow travel by car. Although this is lower than the Cheshire East average, this level of car use contributes to congestion experienced in the town centre at peak times, particularly on the A538 which passes through the town centre. As such there is a need for intervention as congestion has the potential to limit economic growth in and around Wilmslow due to increased journey times to employment sites for commuters and delivery for goods vehicles.

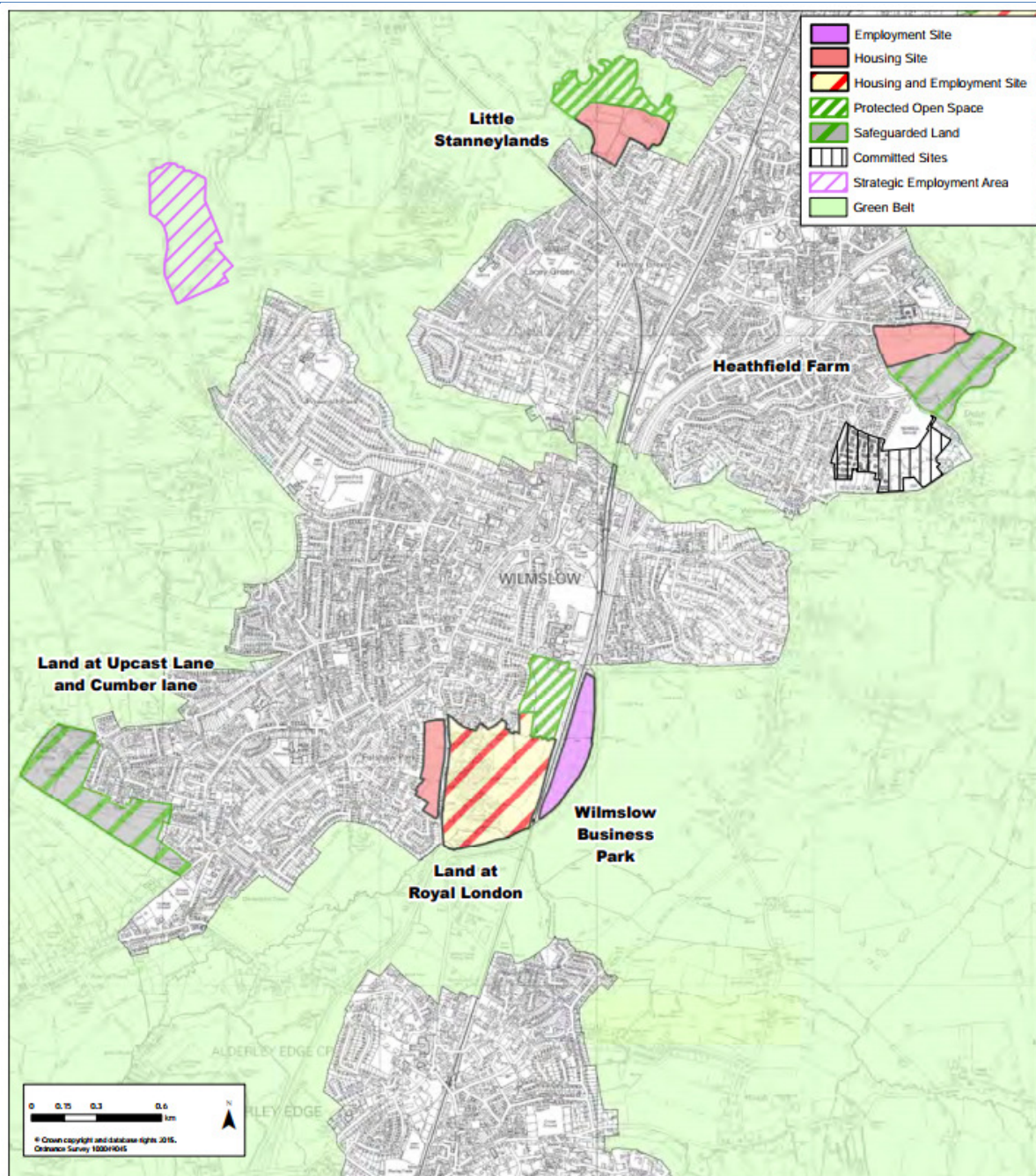
There are a number of known issues with public car parking in Wilmslow, with long stay and short stay car parks often at capacity throughout the week. This impacts perceptions of accessibility for both local residents and visitors, who may be less likely to visit if the ability to find a parking space is in doubt. Improved management of the car parking facilities would provide additional benefits to the local economy and improve accessibility.

Around 36% of Wilmslow's commuters travel more than 10km to destinations such as Stockport and Manchester. As a result, there is a high degree of cross boundary travel between South Manchester, Stockport and Cheshire East. Some of these employment areas are in relatively rural locations, with limited integration with public transport contributing to relatively high levels of single occupancy car travel to such locations.

The key employment sites in Wilmslow and its surrounds include Royal London, Alderley Park, Waters, Handforth Dean Retail Park, Manchester Airport and Stanley Green Business Park. Journey times to these areas have increased as a result of congestion and improving access to these locations presents an opportunity for jobs-led growth. Links from Wilmslow to the M56 and M60 will be improved following completion of the Manchester Airport Eastern Link Road which will improve access to key employment areas.

There are a number of development sites listed in the Local Plan for development, as shown in the figure below. This is a mixture of employment, housing and some areas which are safeguarded for the future. Wilmslow and its surrounding areas Local Plan sites include:

- LPS 54 Royal London – 175 homes and 5ha of employment land;
- LPS 55 Wilmslow Business Park – 6.3ha of employment land;
- LPS 56 Land at Little Stanneylands – 200 homes;
- LPS 57 Heathfield Farm – 150 homes;
- LPS 58 – Safeguarded land at Heathfield Farm; and
- LPS 59 – Safeguarded land at Upcast Lane/ Cumber Lane.



Challenge 2: Ensuring accessibility to services

There are a number of primary schools and one high school in Wilmslow, which includes an on-site sixth form. However, to access other further education opportunities and higher education opportunities residents may need to travel further afield to colleges. Other nearby colleges are in locations such as Cheadle, Altrincham and Macclesfield while the nearest higher education opportunities are located within Manchester. Given that school-related traffic forms a significant portion of peak-time traffic ensuring a good level sustainable access to primary and secondary education has a significant part to play in ensuring reliable journeys for local residents. It is recognised that access to further and higher educational opportunities are critical to ensuring positive prospects for younger residents.

A number of key employers in Wilmslow are located within the town centre, including the

Information Commissioners Office and businesses located on the high street. These locations are accessible on foot from most residential areas within Wilmslow and also from the railway station. Other employment areas such as Waters and Royal London and Stanley Green Business Park in Handforth are currently accessed primarily by car. The challenge is to increase accessibility to these areas via alternative modes of travel and to integrate them into the public transport network. This would open up the opportunity for those without a car from neighbouring areas and Greater Manchester to access jobs in Wilmslow.

Approximately 15% of commuters in Wilmslow travel less than 2km to work and there is an opportunity to provide viable options for alternative modes of travel for these shorter journeys, such as bus, train, walking and cycling.

One of the Wilmslow's main shopping streets, Grove Street, is pedestrianised resulting in a traffic free area for pedestrians and visitors. Notwithstanding this, the layout of the highway network within the town centre may contribute to a perception of 'severance' for pedestrians. In particular, the pedestrian crossings at the junction of Alderley Road / A538 experiences long waiting times with high traffic volumes at the junction. It is important to continue to improve accessibility for pedestrians and to provide safe walking routes into the town centre.

Challenge 3: Protecting and improving our environment

It is the Council's vision to continue to maintain and improve the image of Cheshire East and its high quality of place. The aim for Wilmslow is to continue to be an attractive destination as a place to live, work and visit.

A significant proportion of commuters travel short distances by car and this presents an opportunity to encourage an increase in sustainable travel. Improved connectivity between local attractions such as The Carrs and the high street, and a reduction in congestion would improve the environment, local air quality and the sense of quality of place further.

Some existing routes for walking and cycling exist through green areas, for example, a route through the Carrs to Hawthorn Lane and a route along the River Bollin. Attractive and quiet off-road routes provide a more pleasant alternative to footways adjacent to highways, and can be a way of encouraging trips on foot or by cycle for both leisure and commuting purposes. Green infrastructure could be expanded upon and improved further through a ramped alternative improving access for cyclists and the disabled and also improved signposting to improve knowledge of route availability.

Challenge 4: Promoting health, wellbeing and physical activity

Approximately 22% of adults in Cheshire East are physically active for less than 30mins a week and we know that lack of physical activity is a major contributory factor to poor health. There is therefore a need to encourage more active lifestyles in the Borough. Wilmslow has relatively low levels of deprivation when compared to national averages. However, there are pockets of deprivation in the Colshaw Farm and Lacey Green areas.

Higher levels of walking and cycling could be delivered through improved cycling and walking infrastructure, which could increase connectivity and accessibility and provide alternative travel options to local attractions and destinations.

Wilmslow has a slightly lower proportion of older people compared to the overall borough although it still has a significant proportion of the population aged over 65. As such it is important to provide

accessible transport options for older people which provide connectivity to services, retail and recreational opportunities that supports independence and wellbeing.

Challenge 5: Maintaining and managing our network assets

Ensuring that the transport network performs efficiently and is well maintained across the Borough is vital to both connectivity and safety. Increased pressure on Council budgets combined with higher levels of travel and a greater incidence of extreme weather events is likely to make the maintenance and management of our transport network more difficult in the future. As such it is important that the Council works to deliver:

- Effective asset management: We need to maintain and invest in transport infrastructure as efficiently and effectively as possible to maximise the lifespan of assets
- Safety for all: Our transport system must be safe, and be perceived to be safe so that everyone, especially vulnerable users feel confident to travel
- Transport resilience: Ensuring that the transport network is well maintained and resilient to extreme weather events and that their impact is minimised will be increasingly important
- Technological innovation: Making best use of digital connections and technological innovations will be important to continued success across the Borough
- Effective partnership working: Efficient joined-up delivery will require strategic partnerships with government agencies, neighbouring local authorities and the private sector

Challenge 6: Improving organisational efficiency and effectiveness

Ensuring the Council operates in an efficient and effective manner is vital for the delivery of all Council functions, including the delivery of transport services and infrastructure.

In the coming years there will continue to be challenges and opportunities 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 maintained, how excellent transport and local government services are provided and how new infrastructure is delivered and paid for; in what is likely to be a competitive funding environment. The Council has a history of successfully securing significant external funding to invest in transport infrastructure and services. There will be a need to continue this excellent track record if the Council is to deliver the transport network that will support our ambitions.

Transport Issues and Challenges

Travel demand

In Wilmslow, inward and outward commuter flows are approximately equal. A large proportion of commuters travel between the town and Macclesfield, Knutsford, Poynton and Greater Manchester. The town also experiences a significant amount of through traffic travelling in an east/west direction which contributes to local congestion issues.

There is a high demand for road travel and single occupancy car journeys, often as a result of commuting to rural based employment sites, although a significant proportion of car-based trips are for shorter local-based journeys.

Active and Smarter Travel

There are opportunities to improve the pedestrian network in and around Wilmslow. Existing footpaths and pedestrian crossings do not always follow desire lines, while high traffic flows at the

junction of Grove Street / Water Lane / Alderley Road also contribute towards perceptions of severance. Some controlled pedestrian crossings involve long waiting times for pedestrians, causing delay for users. This could be further improved with clear signage from the train station to the town centre and key areas of employment.

There are existing advisory cycle lanes along Manchester Road, along the A34 Melrose Way, parallel to MacLean Way, and along the A538 towards Manchester Airport. These routes provide connections into the centre of Wilmslow from all directions. However, outside of the built up area of Wilmslow cycle provision is more limited and cyclists are required to use busy roads. Existing cycle infrastructure could be improved by linking existing routes, providing a fully connected network for cyclists. The network could be further enhanced through signposting and quiet routes connecting to schools, employment areas and the train station.

Bus

The bus network is served by routes connecting Wilmslow to Knutsford and Altrincham on an hourly basis. Other bus services serve connect to central Manchester and Macclesfield; however, they do not run on Sundays. These bus services are important for school children getting to school and access to services in the Wilmslow and nearby areas for older people in particular.

The rail station bus stops acts as the main public transport interchange within Wilmslow; it is important for the bus stop interchange to provide connections to other modes of travel such as car parking facilities, and public and sustainable travel options.

When future developments such as housing and employment areas as outlined in the Local Plan are built, it is important that they are integrated into public transport networks in the town.

Rail

Wilmslow has good rail connectivity north/south; with direct services to Manchester, Stockport, Crewe and London Euston. As a result, the area has relatively high levels of rail commuting in comparison to the rest of the Borough, with 5% of all commuting trips made by rail. However, Wilmslow experiences poor east/west connectivity to Poynton and Knutsford with no direct services available. The direct links north and south provide fast and frequent services, which attract users locally from Wilmslow and also users from other nearby towns, who commute to the station by car, before travelling to their destination by train. A side effect of the excellent connectivity provided by Wilmslow railway station is high demand for car parking facilities at the station and other long stay car parks in the town centre, such as Broadway Meadow and Spring Street which are often at capacity during the week.

The railway station would also benefit from improved interchange links in order to open up a wider choice of modes of travel to and from the station. There are currently *Bike and Go* facilities and bus facilities; these could be promoted to encourage further use, along with improved signposting and cycling and walking infrastructure.

Roads

Wilmslow experiences congestion throughout the town centre both in peak and off peak periods, and in particular, evening peak periods. This causes delay to road users as well as noise and air pollution. The junction of the B5086 / A538 / Grove Street is in the centre of the town. The A538 is the primary option for east/west movements between Woodford, Poynton and Prestbury in the east and towards Hale and Altrincham in the west, which generates significant through traffic. The

junction experiences congestion throughout the day as a result of this through traffic travelling east / west. The Manchester Road / Mill Street / A538 roundabout also experiences congestion, which is the main route onto the A34 bypass north and south. Mitigating the impact of congestion will be increasingly important in the future.

Congestion is also experienced in particular on the B5359 and Alderley Road, which provides direct access to the Royal London site. This site generates a significant amount of traffic on local roads through the town at peak times and a challenge will be to mitigate potential additional impacts associated with the site's expansion.

Car parking is an acknowledged concern affecting the town centre, particularly around the railway station. Car parking capacity constraints at the train station result in significant demand at long stay car parks in the town centre, such as Broadway Meadow and Spring Street. Parking demand also affects streets within nearby residential areas. Significant levels of on street parking is associated with a reduction in accessibility for blue badge holders, cyclists, motorcyclists, perceptions of severance for pedestrians, potential air quality and road safety concerns. There is a need to review the existing parking situation and delivery improved management and facilities.

South-East Manchester Multi-Modal (SEMMM) Strategy

Refresh to 2040

Cheshire East Transport Issues and Options Paper

February 2018



South-East Manchester Multi-Modal (SEMMM) Strategy Refresh – Issues and Options Paper

This issues and options paper has been prepared to support the refresh of the SEMMM Strategy. This paper is released as an early consultation on the SEMMM Strategy review, and is being made available for comment alongside consultation on Cheshire East's new Local Transport Plan. This paper presents information from the emerging refresh of the SEMMM Strategy, but with a focus on the geographic area which lies within Cheshire East (referred to as the 'Study Area' throughout). Appendix A illustrates the SEMMM Strategy area in the context of the Cheshire East boundary.

1. Background

The 2001 South-East Manchester Multi-Modal (SEMMM) Strategy outlined a 20 year transport plan for the South-East Manchester area. Cheshire East, Stockport Council and Transport for Greater Manchester (TfGM) along with partners and stakeholders are currently working to refresh and build on the original SEMMM Strategy looking forward to 2040. In parallel, Cheshire East Council are also currently developing a new Local Transport Plan (LTP). This issues and options paper is being made available for comment alongside consultation on the new Cheshire East LTP. The content of this paper focuses on the SEMMM Strategy area which falls within Cheshire East, close to the Greater Manchester boundary, as illustrated in Appendix A. This is referred to as the 'Study Area' throughout the rest of this paper. The first part of this paper outlines existing and future transport challenges (the issues). The second part presents emerging ideas aimed at improving transport provision within the Cheshire East area (the options).

The 2001 SEMMM Strategy identified a wide range of projects, many of which have been or are in the process of being delivered. Projects included the Alderley Edge Bypass (opened 2010) and works which improved safety and the pedestrian environment in Handforth Village Centre. Another major project was the A6 to Manchester Airport Relief Road (A6MARR) which is due to open in 2018.

There remain a number of projects from the original SEMMM Strategy Plan which are yet to be delivered. With a focus on transport issues for Cheshire East, these include;

- Poynton Relief Road (PRR) – a planning application was submitted in September 2016 and planning approval was subsequently awarded. Cheshire East Council is in the process of securing funding from the Department for Transport (DfT), with the expectation that the new road could be open by 2020. This SEMMM Strategy Refresh works from the basis that this scheme is delivered;
- A6 to M60 Relief Road - Business case development for the scheme is being progressed by Stockport Council and TfGM. The road would provide improved access between the M60 (east) and the A6/A555; and
- Additional rail scheme proposals that remain under assessment; plans for an urban metro system are being progressed via Northern Hub, and alternative rail options are also being reviewed in light of High Speed 2 (HS2) and potential Northern Powerhouse Rail (NPR). TfGM are currently undertaking a series of rail corridor studies which include strategic plans for each rail route in the region. These will include a South East Manchester Network study (including the Stockport – Disley - Buxton line), and a South Manchester Network study (including lines from Manchester to Stoke-on-Trent via Macclesfield, and Manchester to Crewe via Manchester Airport).

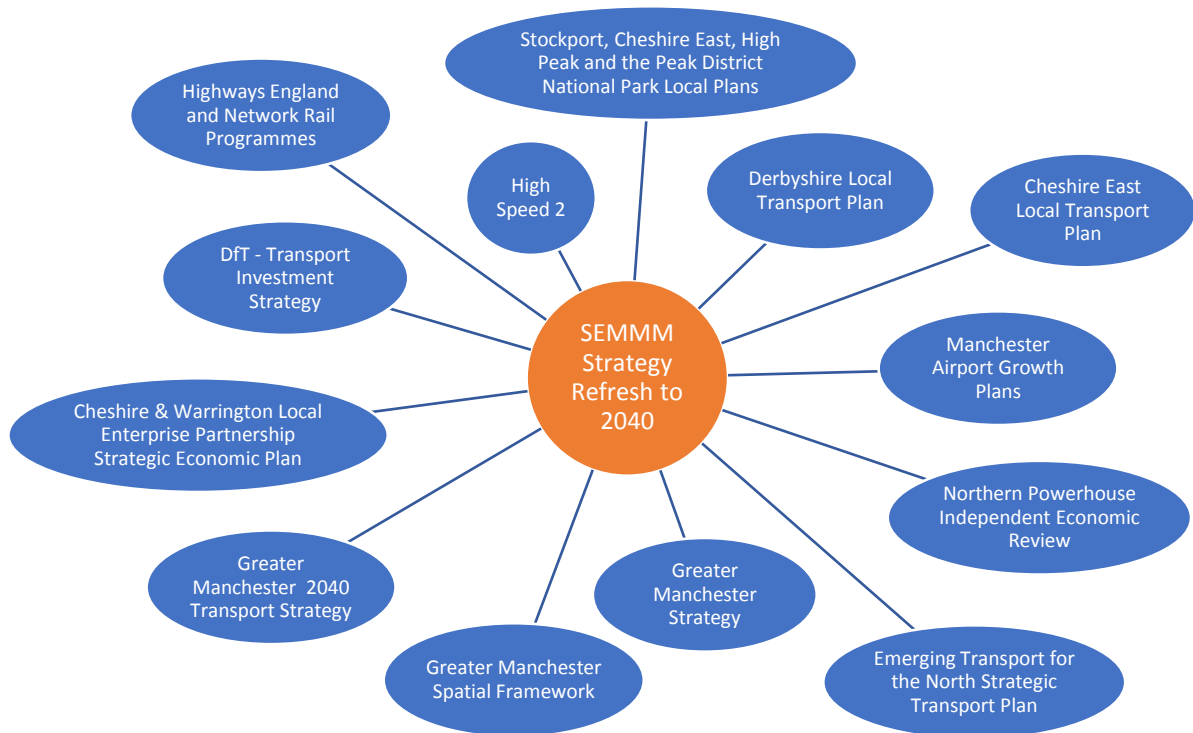
As part of the SEMMM Strategy Refresh, outstanding projects are being reviewed alongside potential new projects to determine if they meet the current vision and objectives for potential inclusion in the emerging strategy.

2. Context within which the SEMMM Strategy Refresh is being undertaken

The SEMMM Strategy Refresh is being undertaken against a backdrop of emerging proposals for local, regional and national growth and development. The Northern Powerhouse initiative is aimed at driving up productivity and output across the north of England. The forward-looking update to the SEMMM Strategy needs to give due consideration to local planning policy, including evolving work on the Greater Manchester Spatial Framework (GMSF), as well as Local Plans for Cheshire East, Stockport, High Peak and Derbyshire. Each plan sets out growth proposals which will impact the South-East Manchester area and the wider region, with development growth inevitably impacting on the transport system. The SEMMM Strategy Refresh will need to be developed in this context, as well as addressing existing issues and opportunities including:

- Poor journey time reliability and congestion, particularly within the A34, A523, and A6 corridors;
- Challenges with rural connectivity and ‘last mile’ access to employment opportunities within the more rural parts of the SEMMM Strategy area;
- Existing overcrowding on rail services along with constraints and opportunities posed by the future arrival of HS2 / Northern Powerhouse Rail;
- Delivering modal shift to reduce the impact of travel demands and encourage healthy lifestyles;
- Increasing investment in cycling and walking;
- Potential expansion of the Metrolink network across Greater Manchester, including tram-train opportunities and potential future rapid transit proposals;
- Limited orbital public transport and highway connectivity and capacity, including linkages between the south-east Manchester authority areas; and
- Responding to changes and opportunities associated with new technologies and their impacts on transport service provision.

The diagram below illustrates how the SEMMM Strategy Refresh must interact and inform a number of ongoing initiatives, all of which have ambitions to boost economic growth and opportunities.



3. What would we like from you from this consultation?

This consultation is being undertaken to provide an early opportunity for people to be involved in the development of the SEMMMS refresh. We welcome any comments on how we have understood the existing situation, and the ideas we are putting forward on how the transport system should best evolve in the future to be fit for purpose.

A series of key questions are presented below to prompt thoughts as you read the rest of this paper.

- The SEMMMS Refresh will be looking at all aspects of transport provision in the area. What are the key issues for transport in this part of Cheshire East and what do you think should be done to improve things across all types of transport use?
- We believe that new developments should contribute towards extra infrastructure to make sure they are safe and sustainable. What are the priorities for your community?
- Do you have any other comments about transport and other types of infrastructure in this part of Cheshire East?

4. The Existing Situation

The SEMMMS Strategy area includes the northern part of Cheshire East, as indicated in Appendix A. The northern parts of the SEMMM Strategy area are within Greater Manchester, and generally benefit from the dense transport networks provided within the metropolitan area. In the south, the setting becomes increasingly more rural, with dispersed settlements and more limited connecting routes and services.

The highway network is focused on corridors linking the principal towns including the A523 (Macclesfield-Hazel Grove), the A538 (Prestbury-Wilmslow), and the A34 (Wilmslow-Handforth).

Bus links are principally focused on shorter-distance trips, either within or between existing settlements, and do not always provide a suitable alternative to car travel, particularly for commuting. In addition, against a backdrop of cuts in public sector funding, there is also greater pressure on budgets available to subsidise routes and services.

The area benefits from links to strategic transport networks via the M56 and M6 motorways, West Coast Main Line via rail services at Macclesfield and Wilmslow, along with domestic and international aviation via Manchester Airport. The area also benefits from a number of local rail stations, which offer connectivity northbound into Greater Manchester, and southbound towards Crewe and Stoke-on-Trent. Nevertheless, rail stations are more dispersed than in the more built-up Greater Manchester area, and connections to the local and regional rail networks are focussed on a more limited number of locations.

In the context of the existing transport system, we have identified a number of key issues which currently affect people's experiences of travelling and moving about the SEMMM Strategy area.

There are complex travel patterns – many different attractions and movements

The South-East Manchester area is broad and diverse, with a complex range of movements and travel demands. The role of transport is to help facilitate people getting where they want to go. In the northern part of the SEMMM Strategy area, the regional centre is a key attraction for people and access to Manchester city centre is important for employment, retail and leisure, as well as major employment areas such as Manchester Airport, Trafford Park, Stockport town centre and Salford Quays.

In Cheshire East, travel movements are also complex. Census travel to work data shows there are strong links between north Cheshire and Greater Manchester, with 26% of people working in the Study Area commuting outwards from Greater Manchester. Whilst Greater Manchester is a significant source of employment for north Cheshire residents, there are similar numbers of Cheshire East area residents who work in Macclesfield. Rural employment locations are also commonplace, with significant clusters of employment and associated travel demands within the Cheshire Science Corridor, including sites such as Alderley Park.

The movement of freight is also a key consideration, with sites in the Peak District and trans-Pennine trips generating freight movements through the SEMMM Strategy area. The A6 corridor in particular provides an important role in supporting these activities, and it carries a higher proportion of Other Goods Vehicle (OGV) than other routes.

Over 46,000 people live in the Study Area and make a journey to a place of work (i.e. they do not work from home).

- 47% also work within the area
- 14% travel to other parts of Cheshire East
- 29% travel to Greater Manchester
- 1% travel to High Peak and Derbyshire Dales

45,800 people work in the Study Area.

- 48% also live within the area
- 13% travel from other parts of Cheshire East
- 26% travel from Greater Manchester
- 3% travel from High Peak and Derbyshire Dales

Note: These are people who make a journey, and so excludes people who identified as 'working from home'

People who travel to employment within the Study Area work in the following areas:

- Macclesfield – 50%
- Wilmslow – 19%
- Handforth – 12%

Source: Census 2011 Travel to Work Origin-Destination Movements

Other Goods Vehicles Percentages

- 5% A523 near Hazel Grove
- 2% A34 Handforth Bypass
- 7% A6 in High Lane

Source: TfGM DSD Report 1919

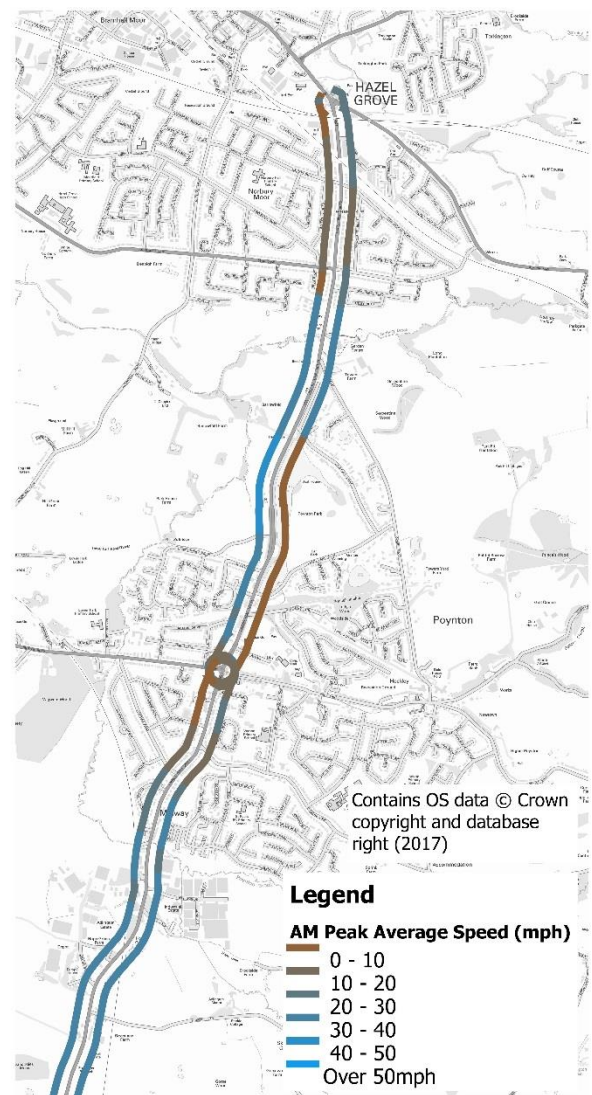
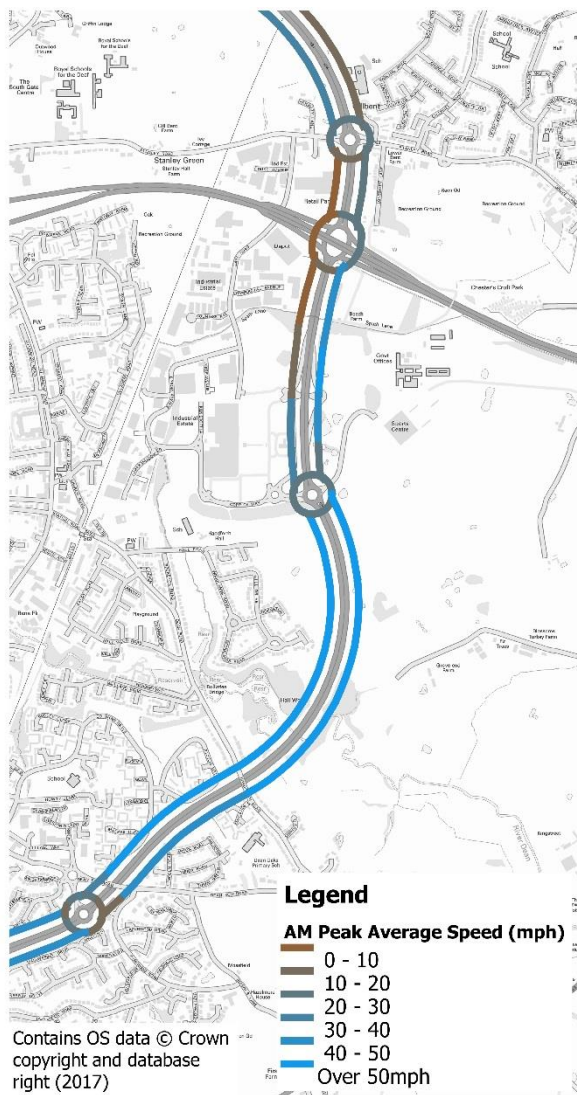
Travel arrangements for employment and shopping and the way people think about travel needs are also evolving. Changes in behaviour have been driven by the growth in home delivery services for online shopping, and working arrangements in some sectors offering more flexible ways of working with encouragement for home working.

Complex travel patterns mean that the transport system needs to accommodate a variety of movements. A more efficient transport network which better connects people and goods with opportunities and markets, would improve accessibility.

There is increasing highway congestion - especially on the main strategic corridors.

Highway congestion and unreliable journey times are a key source of traveller frustration. Whether driving your car, sitting on a bus, or driving a lorry, delays have a severe impact and time wasted whilst queuing has a negative impact on the economy. Journey time reliability on roads and public transport is essential, and congestion adds a cost to business through delayed deliveries, or employees arriving late.

Within the SEMMM Strategy area, congestion is a key issue across the main corridors including the A34, A523 and A6. The images below show AM Peak speeds on two of these routes, and highlights some of the worst congestion pressures in the Study Area, around Handforth, Poynton and Hazel Grove.



Cross-boundary travel is a key consideration with movements between Cheshire East, Stockport and Manchester contributing to delays. The attraction of employment in Greater Manchester is a contributing factor to this. Cheshire East's Local Plan includes development near to the authority boundary, whilst Stockport are continuing to develop their growth plans. It is recognised that the A34 corridor in particular will face additional pressure in the future. The motorway network is also under stress with regular congestion on the M56 and M60. This reduces the strategic accessibility of the area and has a wider economic cost to the region.

Corridor Average Speeds
A34 Northbound
(Alderley Edge Bypass to Eden Park Road)
 AM Peak – 28 mph (60% of speed limit)
 Inter Peak – 39 mph (64%)
 PM Peak – 26 mph (55%)

A523 Southbound
(Hazel Grove to Macclesfield)
 AM Peak – 19 mph (61%)
 Inter Peak – 30 mph (69%)
 PM Peak – 26 mph (65%)

Source: Trafficmaster data (Nov15 – Oct16)

There are localised congestion issues which affect the Cheshire East towns, with a Movement Strategy having been developed for Macclesfield to address both existing and predicted congestion in the face of future development growth. The original SEMMM Strategy identified a detailed roads plan which included the A6MARR, Poynton Relief Road and the A6-M60 link road. These schemes were identified as a means of improving strategic accessibility and easing some of the demands on strategic corridors. The A6MARR scheme should provide strategic and local route improvements following its opening in 2018, providing important network capacity and resilience. Poynton Relief Road has planning approval and it is hoped will be open by 2020.

Congestion also causes motorists to seek alternative routes, and vehicle flows are often high on more minor (and less appropriate) roads, such as local routes through residential areas. These routes are critical to the transport system, connecting important local destinations and rural communities.

It is also recognised that delays can result from unscheduled roadworks and network incidents, as well as a lack of capacity.

Congestion has an economic and environmental cost. Addressing this issue would create a more efficient and resilient highway network, which better serves the local community and protects local residents.

There are transport challenges in more rural areas - where public transport struggles to be competitive against the private car

Whilst not without its challenges associated with capacity and reliability, public transport is generally more accessible in the northern parts of the SEMMM Strategy area. In north Cheshire, access to services can be poorer with greater distances between rail stations, and fewer bus services away from the main highway corridors. This can create significant difficulties for people on the 'last mile' of their journeys, for example to an end destination from the closest rail station, or between the nearest bus stop and their home location. Journeys which require linking up travel on more than one service or mode (e.g. bus to a rail station) can be

In the Study Area:

17% of households do not have a car, but 41% own 2 or more cars

72% of people travel to work by car

Just 6% of people travel to work by public transport

Over one third of people travel less than 5km to work (35%), but over one fifth (23%) travel more than 20km

Source: Census 2011

especially convoluted as timetables may necessitate long waiting times when interchanging. For many services, it is cost as well as availability which can deter use.

These gaps in rural connectivity, as well as the availability of car parking provided near many workplaces, make it tough for sustainable travel modes to compete. The relative prosperity of the north Cheshire area and high car ownership have contributed to a perceived reliance on privately owned motor cars. Whilst rail has an appeal for commuter and longer distance travel such as into Greater Manchester, the bus network in particular struggles to compete for shorter, local journeys.

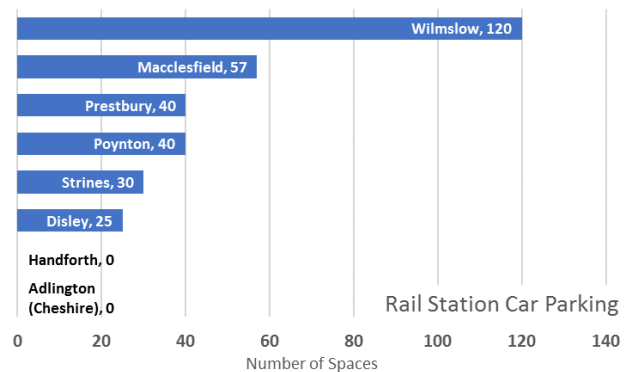
Where public transport networks are less dense, connectivity gaps can build a reliance on private car. This increases highway congestion and adds to environmental issues across the network, as well as impacting on the viability of public transport services.

A lack of capacity on the railways – overcrowding can put people off

Over the past 10-15 years, there has been a significant upturn in the popularity of rail travel. For longer distance journeys, it can be competitive against car, especially during peak periods for commuters when congestion on the road network is at its worst. The growth of the Manchester regional centre has led to large increases in commuter flows who often favour rail as their preferred travel mode, but growth has also come from more local journeys. The popularity of services has also led to increased demand for park & ride, which has meant station car parks are often full where they are provided. Macclesfield and Wilmslow benefit from direct services to many major UK cities, whilst Manchester Airport also acts as a significant parkway station for south Manchester. Increases in demand have resulted in overcrowding on some peak period services, and a lack of capacity to accommodate more users. Differences in ticket prices and parking charges in Greater Manchester compared to Cheshire East, are also understood to encourage some travellers to drive northwards to Stockport stations to access services to save money. Some improvements to rail services will be delivered through operator franchise agreements (including timetable changes coming in May 2018), albeit this is not expected to provide enough extra capacity in the long term.

Macclesfield – 1,614,000 passengers (+16%)
 Wilmslow – 1,400,000 passengers (+9%)
 Handforth – 268,000 passengers (-1%)
 Poynton – 219,000 passengers (+3%)
 Disley – 187,000 passengers (+11%)

*Office for Rail Regulation
 Annual Boarding and Alighting Data 2015/16
 Values in brackets denote change since 2013/14 dataset*



It is also noted that the use of trains is not always possible if travelling at weekends or during evenings, as services do not always run as frequently, or at all, during these periods.

Overcrowding has an economic cost and reduces the attractiveness of the public transport network. Addressing this issue would create a more efficient and attractive public transport network and would encourage more people to leave the car at home.

People should have options for travel – continual improvement is sought in challenging financial conditions

In the main urban area of Greater Manchester, the bus network is expansive, with many services connecting the major Greater Manchester towns, districts and employment centres. Whilst there are excellent services in some areas (such as the 192 route on the A6), other areas are reliant on services which are either infrequent, finish early, or don't run on weekends. In Cheshire East, the bus network generally provides links only connecting the main towns, and following the main road corridors. Some routes are run with shorter hours and/or lower frequencies. In more rural areas, public transport provisions can be fragmented. Gaps in connectivity reduce people's ability to access jobs or services, and lead to greater dependence on cars for those people who have access to a vehicle.

Across the SEMMM Strategy area, the bus network is a mix of commercial and supported services (which are funded by TfGM or Cheshire East Council, and operated by bus companies on their behalf). Whilst it is recognised that buses are critical for many and the network should be positioned to best meet the needs of residents within the resources available, the financial support available to sustain the bus network is an ongoing challenge for local authorities given short-term budget constraints. Cheshire East Council recently completed public consultation on proposals to change supported bus services from Spring 2018 as a part of a review being carried out in response to funding cuts, whilst TfGM regularly review the services which are supported in Greater Manchester. These pressures will continue to impact on the available bus network. Reductions in service provision can be especially damaging in rural areas where there can be little alternative. Cheshire East Council will be identifying options to minimise the negative impacts of any service withdrawals as a part of the supported bus services review. One option is more flexible, demand responsive services, or community travel programmes rather than traditional, timetabled bus routes.

It is also recognised that people with impaired mobility, or people travelling with pushchairs, face additional challenges on every journey they make, and the transport system must offer as few barriers to travel as possible, and be safe and secure. There have been significant improvements in step-free access to bus and rail services over the past decade; however, there remains further work to make sure stopping points are easily accessed, and vehicles (buses and trains) are suitable to accommodate all travellers.

Public transport provision varies across the region with some areas better served than others. Improved public transport accessibility would benefit communities, providing better access to jobs and services. For rural communities, bus connectivity can be especially critical in offering a real travel choice.

The transport system is getting safer – but more can be done

Safety is a key pillar of any transport system – to be appealing and attractive, users must feel safe and secure whilst making their journey. Analysis for the Study Area has focused on the main highway corridors. Of the accidents identified across a 59 month period:

- 8 accidents (1.1%) resulted in a fatality;
- 20% involved a cyclist; and
- 17% involved a pedestrian.

The numbers of incidents on the main highway corridors in the Study Area, the following overall numbers of accidents have been recorded.

Road	Length	All Accidents (per km per yr)	Serious & Fatal (per km per yr)
A34 – Alderley Edge bypass to A555	5.7km	40 (1.43)	4 (0.14)
A523 – Macclesfield to A6	13.6km	96 (1.44)	22 (0.33)
A538 – Macclesfield to Wilmslow	11.8km	39 (0.67)	6 (0.10)
<i>Data covers September 2011 – July 2016</i>			
All Great Britain A-Roads (Dft, 2015)	46,776km	64,280 (1.37)	9,771 (0.21)

It is noted that the A34 and A523 sections are slightly higher than a national equivalent average for A-roads, whilst the percentage involving somebody being killed or seriously injured is most significant on the A523.

With regards to particular accident clustering on these main corridors (5 or more during 59 months):

- A34 - junctions with the A538, Dean Row Road, the B5094, and Coppice Way.
- A523 - junctions with the A537 in Macclesfield, the B5090, the A5143, and Bonis Hall Lane. Accidents are also particularly prevalent through the centre of Poynton.
- A538 – near Tytherington School

Safety must be continually reviewed and issues addressed where a risk is identified, with a view to reducing the overall number of accidents and the number of incidents involving vulnerable users.

Safety throughout Cheshire East's road network is of paramount importance for all road users. Continuing to address this issue will create a safer and more attractive transport network for the benefit of all.

More can be done to encourage cycling – for shorter and longer journeys

In the context of wanting to encourage less car travel and a healthier society, walking and cycling is a natural choice to promote. Active travel offers many benefits, including a reduced reliance on private cars, and Cheshire East Council are strongly promoting the benefits of more cycling through their Cycling Strategy. This includes a target to double the number of people cycling at least once per week between 2014-2025, and improve the public perception of cycling within the Borough. Data from the Census shows many people travel short distances to their jobs, and similar journeys are also made to local centres and shops. These are the types of journeys where behaviours can be altered. However, to encourage this to happen, it is understood that the facilities need to be in place to make it safe and attractive. More people will cycle if there is a good surface, segregated provision, and lighting (where appropriate) to make them feel less vulnerable.

Active People Survey 9 and 10 identify 52% of adults living in the Cheshire East district participate in sport or active recreation each month (ranked 78th of 326 local authorities)

Department of Health analysis indicates 67% of adults in the Cheshire East district are overweight or obese, the same as the North West average

Within the Study Area, there has been recent investment in cycle infrastructure, including routes which give better access between National Cycle Network (NCN) Route 55 and Macclesfield rail station. The roll out of Bikeability and Learn to Ride training across local schools has also given more young people confidence to cycle. However, more can be done to bring together existing links to create more continuous networks. In the context of busy, congested highway corridors, it is a natural ambition to ensure that parallel or segregated cycling routes are on offer, which can be faster than travelling along a congested road by car.

University of Glasgow research has indicated cycling to work lowers the risk of dying early by 40 per cent, and reduces the chance of developing cancer by 45 per cent

Increasing active travel for different journey purposes will improve health and quality of life in communities across the north Cheshire area

There are gaps in connectivity – movements which cannot be made directly

Public transport connectivity gaps affect people’s ability to travel. In the Study Area, rail links enable north-south travel, albeit the distance between stations is usually greater than in Greater Manchester. The bus network in North Cheshire plays a vital role in providing travel choices, with services generally operating along the main highway routes and connecting town and district centres. More rural communities around the Study Area can have limited immediate access to the public transport network. Cheshire East Council and TfGM continue to work to provide cross-boundary bus services giving connectivity between the Study Area and south Manchester.

A particular gap is identified between North Cheshire and Manchester Airport. Public transport connections are limited, with Airport connectivity mainly focused to the north of the Airport including to the regional centre with rail and Metrolink routes. There are limited connections with most areas south of the M60. As a result, the Airport is only accessible by public transport within a 60 minute journey time for a small proportion of the Study Area which is almost exclusively along the Styal Line rail corridor. Car mode share for travel to the Airport (travellers and staff) is therefore understandably high. The refresh of the SEMMM Strategy needs to complement work Manchester Airport is undertaking to help deliver integrated transport solutions, enabling the Airport to accommodate its ambitious growth aspirations, and modal share targets, whilst improving access from the north Cheshire area.

Within the Study Area there are also local connections which are not always well catered for, and so restrict access to local Council services for residents. An example is travel between Disley and Poynton where public transport services and cycle routes can be limited.

A key component of the original SEMMM Strategy was identifying highways connectivity gaps. Within Cheshire East, the A6MARR and Poynton Relief Road were schemes included to offer congestion relief to local routes and District Centres by providing alternative highway routes. Whilst these schemes are at various stages of development, they are still understood to reflect and help address highways connectivity gaps and congestion relief across the South-East Manchester area. The SEMMM Strategy Refresh works from the basis that these two major roads schemes are delivered.

Poor connectivity limits access to skills and existing/ future markets, as well as leading to social exclusion. Addressing this issue would allow people to take up jobs opportunities, employers to recruit the best workforce and businesses to deliver goods efficiently.

The need to recognise and target the adverse environmental impacts of transport

Local air pollution, carbon emissions and noise all cause significant harm to health and the environment, and transport is acknowledged as a major part of the environmental challenge facing the country. Poor air quality and concentrations of emissions make places less attractive and can impact on the health of local communities.

The following Cheshire East Air Quality Management Areas (AQMA) are located within the SEMMM Strategy area:

- A6 Market Street, Disley
- A523 London Road, Macclesfield
- Park Lane, Macclesfield
- Broken Cross, Macclesfield
- Hibel Road, Macclesfield

Transport can have an environmental and social impact. Addressing this issue will improve the health and quality of life in communities across Stockport and the wider area.

The balance between ‘movement and place’ functions must be right to support the town and district centres

As well as providing connectivity, transport also plays a supporting role in creating places which are appealing to live and work. Careful consideration is required of the balance between attractive places (and the built environment), and movement functions (including access and parking). A busy road through a local centre may be a sign of good access, but will also impact on pedestrian movement and access. The shared space scheme in Poynton which was implemented in the Study Area is an example of how re-balancing priorities can transform the way an area is seen by drivers, cyclists and pedestrians, and deliver an economic boost to a local area. Lessons can be learnt from the implementation of that scheme, and benefits will be greatly enhanced by Poynton Relief Road which will reduce flows in Poynton town centre, further reducing severance and making it feel safer for pedestrians and cyclists.

Traffic can have a detrimental impact on the quality of centres, streets and local communities. Providing a better balance between movement and place will enhance the quality of places and boost local communities.

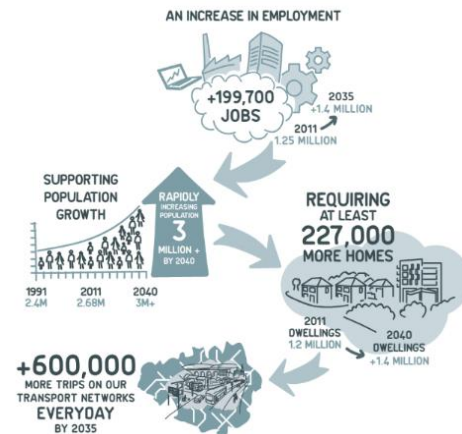
5. How the situation is going to change in the future

Proposals for Growth

The refresh of the SEMMM Strategy is being progressed not only to tackle existing transport issues, but also to plan the major transport investment required to manage future growth in travel demand and traffic levels.

Cheshire East’s Local Plan was adopted in June 2017. It includes the provision of at least 36,000 new homes and 939 acres of employment land across the borough. Whilst Crewe is a focal point for significant development growth, maximising the benefits of future HS2 provision, the Cheshire East Local Plan also includes strategic site allocations across the SEMMMS area. These will expand the existing settlements of Wilmslow, Macclesfield, Poynton and Handforth. The largest single development site is the North Cheshire Growth Village, located alongside the interchange of the A34 and A555.

The northern part of the SEMMM Strategy area extends into Greater Manchester, which is working to collectively define growth plans through the Greater Manchester Spatial Framework (GMSF). GMSF is a joint plan led by the Greater Manchester Combined Authority (GMCA) for the supply of land for jobs and new homes across the region. A draft GMSF was consulted on in late 2016-early 2017 but is now subject to review based on the consultation responses and the views of the Greater Manchester Metro Mayor appointed in summer 2017. A new version of the plan will be subject to further public consultation in June 2018.



Greater Manchester Development Overview – 2040 Strategy, page 4

Neighbouring authority areas are also developing and implementing plans for future development growth, with knock-on impacts for the SEMMM Strategy area. High Peak approved their new Local Plan in May 2016, whilst the Peak District National Park are currently in the process of developing a new plan.

Manchester Airport is also a major hub for future growth. The Airport was the third largest in the UK for passenger numbers in 2016 and is a key global gateway for the region as a whole. The Airport's expansion plans will see passenger numbers grow from 25 million to 55 million by 2050. The Airport City Enterprise Zone is also an emerging major employment site, with plans for circa 5 million sqft of offices, hotels, advanced manufacturing, logistics facilities and retail space.

Future Major Transport Investment

There are a number of significant transport investments either planned or in the process of being delivered which will affect the future situation within the SEMMM Strategy area and links to the wider Cheshire East authority area:

- A6 Manchester Airport Relief Road (A6MARR) and Poynton Relief Road (PRR);
- HS2 – Phase 2b of HS2 will include a link to Manchester Piccadilly and a new station at Manchester Airport;
- Macclesfield Movement Strategy – a multi-modal package of interventions to improve access and reduce congestion issues compounded by future growth;
- Smart Motorways – The first Highways England Road Investment Strategy included Smart Motorway provision on the M56 between junctions 6 and 8 (along with provision on the M60 between J24-27 & J1-4); and
- Northern Hub / NPR – Major Rail investment across the North of England.

Future Technologies and Innovation

Whilst it is important to identify and plan appropriate measures to improve the transport system, it should be recognised that transport provision is changing, with technology directly influencing how people travel. Demand-responsive travel services, like Uber, and public transport timetable information accessed through smart phones are two examples of how technology is changing how people choose to travel.

In looking to the future, the network is likely to see the introduction of some form of connected and autonomous vehicles (CAV), as well as the possible introduction of a different type of transport model, such as Mobility as a Service (MaaS). MaaS is an emerging concept in transportation that could see a transition from personally owned modes of transportation to a service that can be

purchased and integrates various forms of transport provision into a single mobility service that is accessible on demand.

New technology and innovation can have a significant role in improving 'last mile' access between rail stations and employment sites across the SEMMM Strategy, and especially within the Cheshire Science Corridor.

6. Vision and objectives

The refresh of the SEMMM Strategy is tasked with considering the transport issues of today, and the challenges which are likely to arise in the future. A coherent strategy is required to ensure people are able to move freely, giving them the ability to access the places where they want to work, or the places they want to do their shopping, etc.

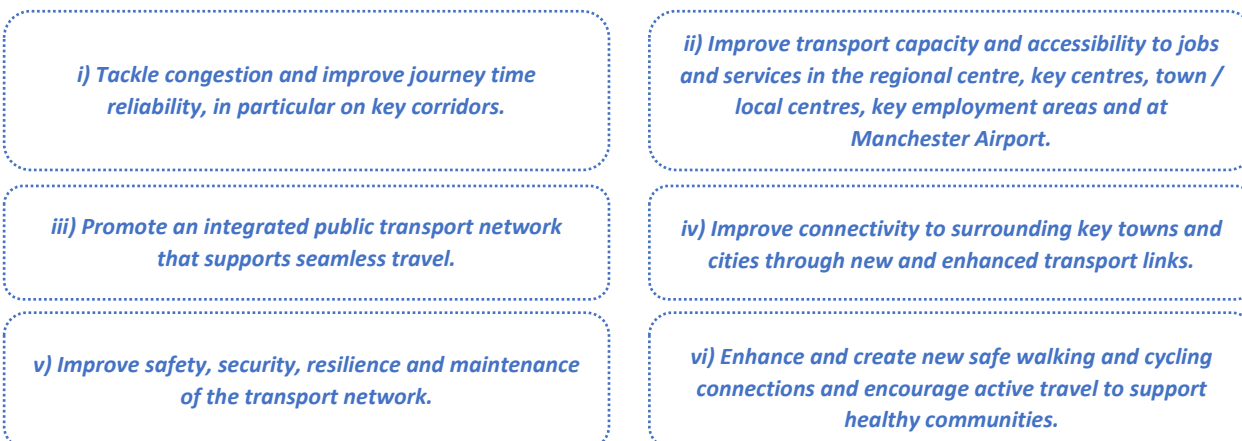
To set a framework for the future, the work to refresh the SEMMM Strategy has defined a vision for the transport network as follows:

"A transport network that supports inclusive sustainable economic growth, improves quality of life and protects the environment."

To realise this vision, there are **3 primary objectives** which the new strategy is seeking to deliver. This vision and these objectives align closely with the visions of TfGM's 2040 Strategy and Cheshire East's LTP4.



To offer the best opportunity for the vision and objectives to be achieved, we must look at the problems being faced today and into the foreseeable future, and identify ways of overcoming the transport challenges which may hold us back. Based on the SEMMM Strategy evidence base, **10 enabling objectives** have been set which are principles which can guide the journey towards realising the outcomes from a transport and connectivity perspective.



vii) Enhance the quality of the built environment and contribute to creating successful streets, spaces, villages, towns and local centres.

viii) Increase the use of sustainable transport and support the creation of a low emission future.

ix) Exploit new technologies and innovative approaches where they can add value to the strategy.

x) Provide improved accessibility to local health, education, leisure and retail services, for all age groups

This vision and enabling objectives were developed as part of the preparation of the SEMMM Strategy Refresh evidence base, and agreed following discussion with Cheshire East Council, Stockport Council, and TfGM. The enabling objectives offer clarity to inform the measures and interventions which the Strategy should be looking to promote and deliver.

7. Potential options in the Study Area

To deliver a transport system which can align to the vision and objectives of the SEMMM Strategy Refresh, co-ordinated planning and investment will be required. The challenges are complex and there is not one single, big fix which can transform the area. The suggested approach is to consider the challenges in a collective way, and look towards multi-modal packages which deliver solutions which complement each other, and create alliances in the transport system where cars, bus, trains, trams, cyclists and walkers integrate seamlessly together.

At present, a broad range of options have been looked at which can help to address some of the transport challenges. These are covered below, showing their alignment to the 10 enabling objectives.

The future priorities for the area could include:

- Multi-modal improvements on the A34 corridor, acknowledging and accounting for cross-boundary travel patterns and the potential impact of future development near the route;
- Opportunities for further traffic management proposals in the Urban area of Poynton following the implementation of the PRR;
- Implementation of the Macclesfield Movement Strategy;
- Local capacity and safety improvements on the A523 corridor;
- Solutions to improve 'last mile' access to destinations in more rural, and less well connected neighbourhoods;
- High Lane to Disley A6 Bypass;
- Continued development of the strategic and local cycling and walking networks;
- New bus rapid transit services catering for cross-boundary travel to/from the Greater Manchester conurbation; and
- Sustaining and improving public transport opportunities.

Enabling Objective	What could this look like in relation to Cheshire East?
i) Tackle congestion and improve journey time reliability, in particular on key corridors.	<ul style="list-style-type: none"> • The delivery of the planned Poynton Relief Road alongside identified mitigation and complimentary measures • A523 Corridor improvements, to include junction improvements and localised widening. Possible longer term need for an offline bypass scheme south of Poynton Relief Road.
i) Tackle congestion and improve journey time reliability, in particular on key corridors. (continued)	<ul style="list-style-type: none"> • Junction improvements on major highway corridors – A34 and A555 in particular - to improve journey times. Potential widening to support bus priority and additional localised highway capacity. • Macclesfield Movement Strategy addressing selected hotspots across the town centre. • High Lane to Disley Bypass • Segregated bus priority on key corridors – e.g. A34 or A555 to improve bus options and journey times. May require road widening. • Further measures to encourage bus and rail travel, and cycling, with the aim to have fewer people driving – including more park and ride capacity
ii) Improve transport capacity and accessibility to jobs and services in the regional centre, key centres, town / local centres, key employment areas and at Manchester Airport.	<ul style="list-style-type: none"> • Increased rail line speed between Macclesfield and Stockport • Local solutions to 'last mile' travel (with particular focus on the Science Corridor), improving connectivity between transport nodes and employment/leisure destinations • More capacity across public transport connections to the regional centre • New public transport connectivity linking with new development and Manchester Airport, including new bus (potentially Bus Rapid Transit) services
iii) Promote an integrated public transport network that supports seamless travel.	<ul style="list-style-type: none"> • Better co-ordination of public transport timetables to facilitate interchange • More opportunities for park and ride to encourage more public transport use • Providing supported bus services taking account of the evidence derived for the Council's Supported Bus Service Review • More facilities which enable people to cycle before boarding a public transport service including improved cycle routes and better cycle parking • Wider provision of Real Time Information at bus stops • Supporting the roll out of Smart ticketing
iv) Improve connectivity to surrounding key towns and cities through new and enhanced transport links.	<ul style="list-style-type: none"> • Better public transport links between Greater Manchester and North Cheshire/Derbyshire • Additional strategic cycle routes and better interconnectivity between existing routes • More capacity across public transport connections to the regional centre

Enabling Objective	What could this look like in relation to Cheshire East?
v) Improve safety, security, resilience and maintenance of the transport network.	<ul style="list-style-type: none"> • Highway improvement schemes which target accident hotspots to improve safety. • Sustained approach to network maintenance • Design enhanced resilience into new infrastructure
vi) Enhance and create new safe walking and cycling connections and encourage active travel to support healthy communities.	<ul style="list-style-type: none"> • More cycle links, especially segregated routes parallel to major movement corridors to create better connected and more continuous routes – including a new route linking Wilmslow to Manchester Airport, and upgrades to the Macclesfield Canal towpath • Enhanced footway provision, surfacing and lighting • Facilities which support interchange between bicycle and public transport modes • Travel choices initiatives including cycle hire schemes, and cycle training/maintenance support
vii) Enhance the quality of the built environment and contribute to creating successful streets, spaces, villages, towns and local centres.	<ul style="list-style-type: none"> • Town, district and local centre improvements including wider footways, better quality surfaces, new lighting and more public spaces • Infrastructure which encourages walking and cycling e.g. in town, district and local centres and close to public transport hubs and schools
viii) Increase the use of sustainable transport and support the creation of a low emission future.	<ul style="list-style-type: none"> • Better bus connectivity, including more frequent services and better timetable coverage through the week • More capacity on rail services, and line speed improvements • Platform lengthening at stations between Stockport and Macclesfield. • Review of potential locations for new rail stations. • Better facilities and an improved experience when using rail stations, through local improvements • Targeted investment to resolve the worst air quality hotspots • Travel choices initiatives including car clubs and cycle hire schemes, alongside targeted travel planning programmes (schools, businesses, etc).
ix) Exploit new technologies and innovative approaches where they can add value to the strategy	<ul style="list-style-type: none"> • Developing the infrastructure needed to support Electric Vehicles and Connected Autonomous Vehicles • A future-vision of Mobility as a Service (MaaS)
x) Provide improved accessibility to local health, education, leisure and retail services, for all age groups	<ul style="list-style-type: none"> • Public transport measures to protect and improve local connectivity to essential local services.

8. Funding

There are different sources of funding that will be drawn on to deliver the future interventions that will go into the refreshed SEMMM Strategy. Below is a summary of potential funding sources:

Central Government

There are a number of funding streams available through central government to deliver infrastructure improvements, such as DfT and DCLG grant funding. These include:

- National Productivity Investment Fund – originally valued at £1.1bn for local transport networks (upkeep and enhancement) and £220m for national roads to fund smaller projects that can quickly and directly tackle congestion and improve local productivity. This has been further extended through the 2017 Autumn Budget.
- Transforming Cities Fund – Greater Manchester was allocated £243m over four years to fund transport projects, take forward and support delivery of local strategies, and help to improve connectivity and reduce congestion in the region.
- DCLG Housing Infrastructure Fund -a £5 billion fund that will help to unlock new homes in areas of high demand, with local authorities across England able to bid for this fund to help get homes built faster.
- Transport Technology Research Innovation Grant (T-TRIG) competition - provides seed funding to early-stage science, engineering or technology innovations with potential to lead to the development of successful new transport products, processes or services, such as sensors to collect real-time data or solar powered charging solutions for more sustainable travel choices.
- Innovation Challenge Fund and RIS Innovation Fund - helps support the development of new technologies, methods or processes that help to meet DfT policy goals.

Local funding

Local funding sources include those available through the devolution deal and the use of Earn-back and private financial models, such as:

- Local Growth Fund - gives access to funding over and above what Greater Manchester and Cheshire East would normally receive from Government, as part of the devolution deal, to support major and minor works transport schemes that deliver the priorities of the LEP, and to supplement investment in walking and cycling (e.g. Cycle City Ambition Grant, Local Sustainable Transport Fund, Access Fund).
- City Deal - includes the principle of an Earn-back model with Government, which builds on the approach of increasing self-sufficiency in delivering infrastructure investment in Greater Manchester.
- Private finance models such as public private partnership (PPP) - can be used to fund projects, where they demonstrate they can provide the best value for money, and are consistent with other policy objectives, affordable and commercially viable.

Developer contributions

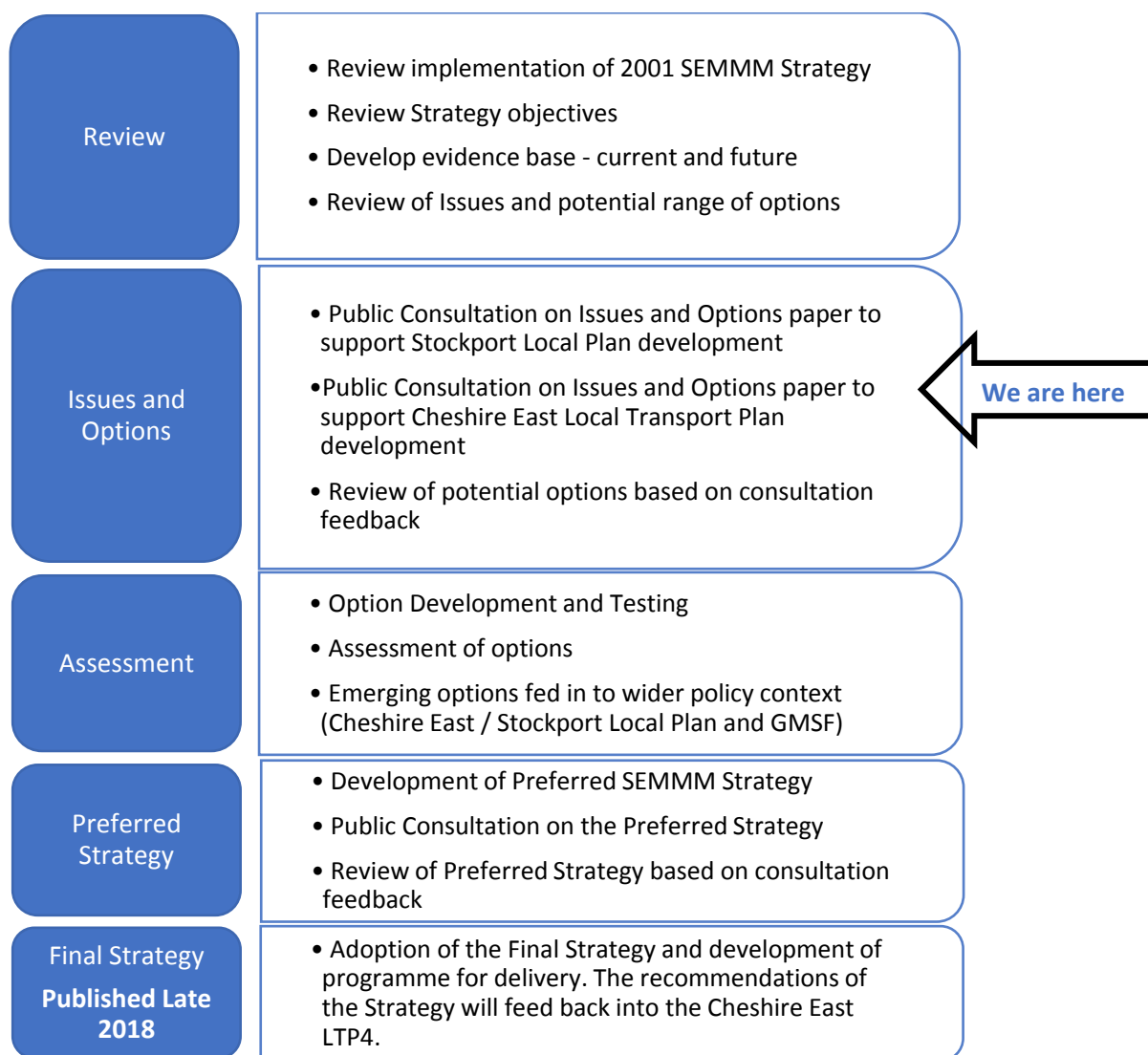
If the private sector stands to financially benefit from transport schemes, scheme promoters will look for them to provide a direct contribution to the capital cost of infrastructure provision. Attracting such funding can enable projects to go ahead or be expedited, and potentially allows them to be delivered to a higher quality and achieve better value for money. Local authorities can also levy charges on development to pay for infrastructure needs. These include:

- Section 106 agreements between the local authority and developers attached to a planning permission, if the infrastructure is required to make a site acceptable in planning terms.
- The Community Infrastructure Levy (CIL) that ensures developers contribute to the cumulative impact on local areas.
- Business Rate Supplement, where local authorities can add a supplement to business rates for infrastructure (subject to a local business referendum).

9. Next Steps

The SEMMM Strategy Refresh process is shown in the figure below. Having reviewed the 2001 SEMMM Strategy and agreed the strategy objectives, baseline evidence has been gathered and the potential range of future impacts identified. The study is now at the stage of defining the issues and identifying a broad range of options. This public consultation in Cheshire East seeks feedback to the identified issues and opportunities. Views are sought on the issues affecting the North Cheshire area and the nature of options to tackle these issues. A similar consultation has recently been completed in Stockport, to complement their work developing a new Local Plan.

SEMMM Strategy Refresh Process Key Stages

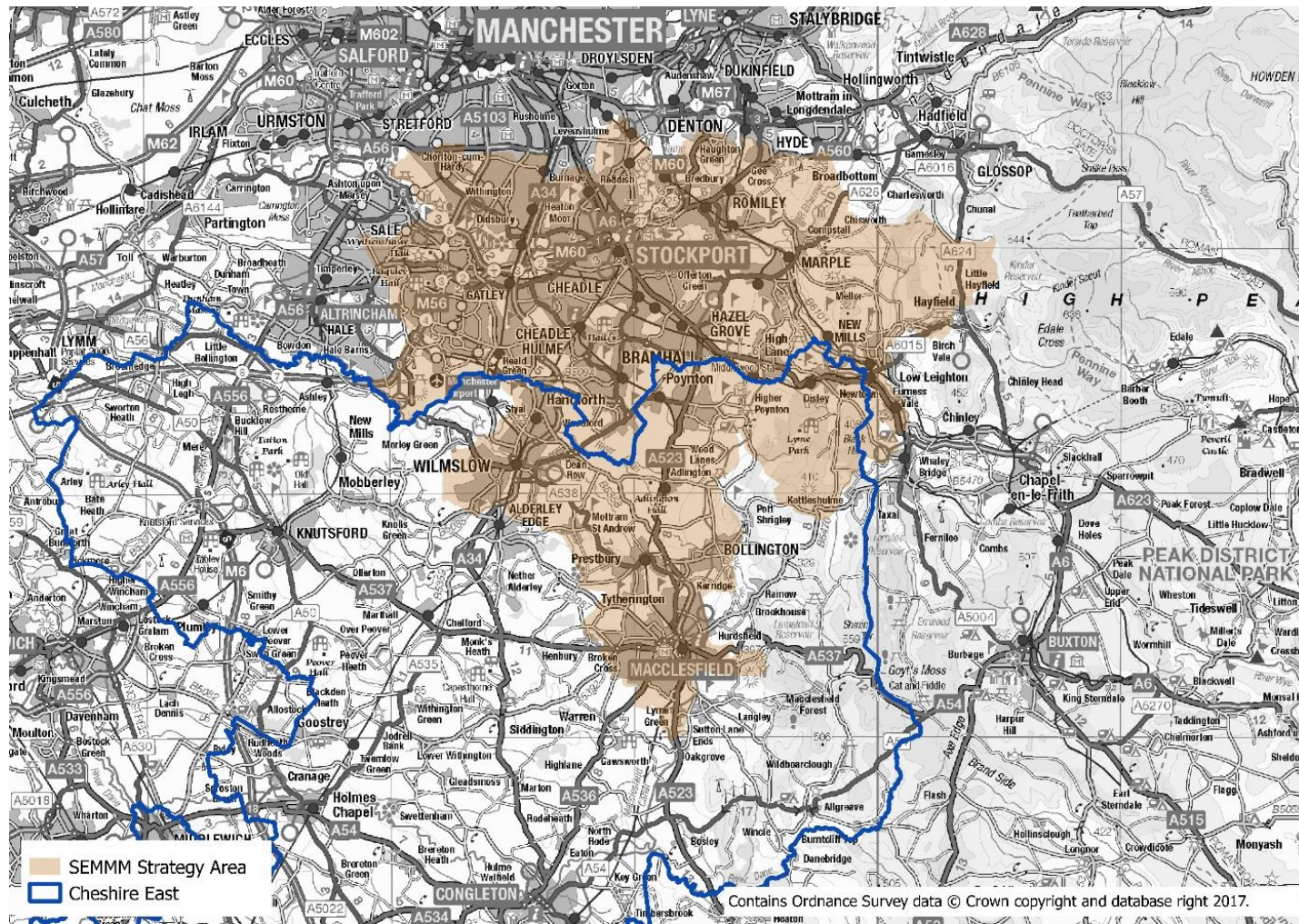


Based on the outcome of this public consultation the next steps will be to;

- Develop and test detailed options targeted at addressing the issues;
- Assess the performance of the options against the 10 enabling objectives;
- Draw together the options and interventions which best address the strategy objectives to comprise the Preferred Strategy;
- Preferred strategy public consultation to inform and receive feedback; and
- Identify the funding mechanisms and establish the programme for the delivery of the SEMMM Strategy interventions.

Appendix A: Location Context Plan

The part of Cheshire East which falls within the SEMMM Strategy is referred to the 'Study Area' throughout this paper.



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High Level Parking Strategy Cheshire East

2017

High Level Parking Strategy for Cheshire East

Contents

1. Introduction
2. Need for a High level Strategy
3. Aims and Objectives
4. Cheshire East Councils ambition for Parking
5. Enforcement Action
6. On-Street Parking
7. Local Plan Parking Standards
8. Ultra Low Emission Vehicles
9. HGV and Coach Parking
10. Cycle and Motorcycle Parking
11. Taxi and Private Hire Vehicle Parking
12. Residential Parking
13. Parking Initiatives

1. Introduction

Cheshire East has one of the most successful economies in the country and is consistently recognised as offering an excellent quality of life, including being recently recognised as the happiest place in England¹.

The existing car parking strategy was published in 2010, bringing together the parking strategies of the three former borough Councils of Macclesfield, Congleton, and Crewe and Nantwich. This strategy is intended to further develop and harmonise the parking offer focusing on the Cheshire East principal towns and key service centres.

There are two broad categories of car parking in Cheshire East:

- i. On-street – this is parking within the adopted highway boundary that is regulated by the Council acting as highway authority. Enforcement of on-street parking regulations is undertaken by the Council.
- i. Public off-street – these are parking areas provided by the Council which are open for use by the general public. Some car parks are charged for according to length of stay.

In developing this strategy, issues of demand and supply will be considered, together with establishing when the Council may consider changes in supply.

Further work on future requirements for parking will come through the Local Plan Documents, the Local Transport Plan, the On-Street parking policy, and the individual Town Parking Studies.

2. Need for a High Level Strategy

Effective management of both on and off street parking can have a significant effect on the capacity and flow of traffic on the road network. Well managed parking can have a positive environmental effect, making our towns attractive with the resultant impact on local economic viability.

The Council must continue to manage on and off street parking whilst encouraging more sustainable travel patterns including walking, cycling and public transport where these effective alternatives are viable.

A Parking Strategy can assist in encouraging balanced transport choices, working with other policies, strategies and plans to develop the required approach.

¹ Office for National Statistics (2016) *Personal wellbeing in the UK: local authority update*

It is important to ensure that the economic viability and vitality of our town centres is preserved, the provision of well planned and managed parking, both on and off street plays a key role in achieving this. Whilst it is not always possible to increase parking space within urban areas without high costs, controls can be put in place to manage demand.

It is recognised that there is a need to cater for a number of users including residents, shoppers, tourists, workers and commuters. The balance of need depends on individual locations, however in general:

- ❖ Shoppers require short stay convenient parking. In some locations tourists are likely to spend the whole day where Park & Ride could be a convenient option.
- ❖ Commuters/workers require long stay and can be encouraged to walk further to their destination and are more likely to use Park & Ride/rail facilities or local bus services.
- ❖ Residents (where off-street private parking is not available) require on-street parking as close to home as possible. In some locations they may be given preference over shoppers/or given shared use provision.
- ❖ Visitors and tourists may require either short or long stay parking depending upon the tourist offering and this will need to be considered in each location.
- ❖ For some of Cheshire East's towns, the night time economy is important, and people are likely to make different choices therefore the pricing strategy needs to take account of this, as fewer public transport choices are available at night and there are personal security concerns for some.

The provision of off-street parking can be very costly, both in terms of land requirements and maintenance costs. The Council charges for parking in order to recover these costs from service users, although it is recognised that there is currently a disparity between those areas of the borough where parking charges apply and those where they do not.

Cheshire East Council is also responsible for the making of Traffic Regulation Orders concerning on street parking control and is responsible for the enforcement of those Traffic Regulation Orders including the management of off street car parks within their ownership.

An appropriate Parking Strategy can support regeneration of town centres while also encouraging people to think more about when and how to travel, perhaps choosing public transport, and contributing to road safety.

In order to establish a consistent approach across the Borough, it is proposed that each town be looked at individually with regards to parking quality, choice and value, thus facilitating necessary unique pricing tariffs based on patterns of parking demand, size of town and its draw

in terms of the type of shops, catchment area and whether it is predominantly a local service centre or includes tourists.

The proposed town parking studies will include:

- ❖ Alsager
- ❖ Congleton
- ❖ Crewe
- ❖ Handforth
- ❖ Knutsford
- ❖ Macclesfield
- ❖ Middlewich
- ❖ Nantwich
- ❖ Poynton
- ❖ Sandbach
- ❖ Wilmslow

3. Aim and Objectives

The overall aim of this High Level Parking Strategy is that it will seek to balance long-term economic, social and environmental well-being underpinned by the following objectives:

- ❖ Manage traffic to improve transport network efficiency
- ❖ Encourage the use of more sustainable and healthy forms of travel, including walking, cycling and public transport
- ❖ Sustain and enhance the vitality of our town centres
- ❖ Provide for the parking needs of people with disabilities & parents/carers with young children
- ❖ Balance the parking demands of local residents, shops and businesses and visitors, shoppers, workers and commuters

The strategy looks at all forms of parking requirements, not just for cars i.e. Ultra Low Emission Vehicles, motorcycles, and Heavy Goods Vehicles.

The strategy includes some guiding principles based on national and more local recommendations, linking closely with other transport initiatives within the borough:

http://www.cheshireeast.gov.uk/public_transport/local_transport_plan/local_transport_plan.aspx

http://www.cheshireeast.gov.uk/highways_and_roads/cycling_in_cheshire_east/cycling_in_cheshire_east.aspx

http://www.cheshireeast.gov.uk/public_transport/transport_strategies.aspx

The strategy's aim is to manage the existing parking stock, with particular emphasis on our principal towns and key service centres. Any changes to provision, including park & ride, would be considered in line with the Local Transport Plan framework.

The strategy will not set parking charges (Tariffs) but rather establish the general principles which should be taken into consideration for charging. Charges/tariffs are set at annual budget rounds and are to be considered on a town by town basis.

Overall, it is the intended aim that the High Level Parking Strategy should work in conjunction with proposals in the emerging town centre regeneration programmes which Cheshire East Council is developing and delivering. These are to be reflected in the proposed programmes of work.

4. Cheshire East Councils ambition for Parking - Quality Choice Value

Quality

Safe, secure and accessible parking is vital to the attractiveness of our towns and assists in the promotion of our principal towns and key service centres, boosting the economic regeneration of the borough.

Parking is often the first contact that a visitor has with a town and can thus provide the first and lasting impression. Security, cleanliness and availability of facilities contribute to this impression and play an important role in the successful of our towns.

The Community Safety Strategy identifies reduction of vehicle crime and the fear of crime as key priorities.

Examples of facilities considered important include:

- ❖ Clear directional signage to car parks
- ❖ Clear signage within the car parks including bay lining
- ❖ Designating appropriate spaces for disabled motorists, motorcycles and electric vehicles
- ❖ CCTV
- ❖ Clean and well maintained car parks
- ❖ Active uniformed patrols

Improvements and measures have been implemented to work towards enhanced safety and security on car parks. CCTV has been re-introduced on Spring Street Multi Storey Car Park (Wilmslow) and Jordangate Multi Storey Car Park (Macclesfield).

The Council's car parks are regularly inspected and any actionable maintenance issues such as defective lighting, faded lines, and surface maintenance will be addressed. It is important that Cheshire East Council continues to:

- ❖ Continues to pursue high standards of safety, security and cleanliness on its off street car parks
- ❖ Support increased provision for electric vehicle charging infrastructure

Choice

Parking provision and management within Cheshire East will take into account national and regional planning and transport policies, complement local land use and regeneration policies, and relate to the size and function of the principal towns and key service centres. Parking provision will reflect wider community objectives with facilities being safe and secure.

The Council will consider maximising the availability of short stay spaces in prime, central locations for use by shoppers and other short stay users. Short stay parking generates a high turnover of spaces allowing more visitors to be accommodated per space. ***The Council will therefore review the designations of each car park to ensure the right spaces are in the right places – looking at whether the provision should be short or long stay or a mixture of both.***

Disabled parking and the Blue Badge scheme will comply with the national guidelines, although a review does need to be undertaken with regards to the location of disabled spaces in car parks. Whilst our aim is to meet the needs of our towns, historical underuse of disabled parking in some highly utilised car parks can exacerbate the availability issues of general spaces.

The Council's work on climate change and green travel promotes better use of the car and healthier more environmentally friendly alternatives, such as walking, cycling, motorcycles and public transport. Travel Plans are also seen as a key element in reducing car usage by tackling different aspects of businesses transport.

Parking impacts on traffic flow and on street parking can reduce the capacity of the road network. Provision of adequate, safely accessible off street parking can reduce this impact. In addition, parking guidance and information can reduce unnecessary traffic movements and thereby congestion in and around main centres.

The Traffic Management Act 2004 places a network management duty on local authorities to keep traffic flowing, and to co-operate with other authorities to the same end. Local authorities have to exercise all of their functions which may affect traffic in a more coordinated way.

Parking Provision, management and enforcement must contribute to the delivery of the overall statutory network management duty. Providing for either too few or too many vehicles in a town can affect its environment and its viability. Whilst it is not possible to increase parking space within urban areas without high costs and abstracting prime urban land from the limited supply, controls can be put in place to manage demand.

Value

Charging is an effective tool in managing the demand for parking spaces, however because each of our towns are unique, it is not appropriate, fair or realistic to introduce a uniform borough-wide tariff model. The approach would be to set appropriate tariffs on a town by town basis following each town parking study.

It requires the recovery of full cost from service users. Any pricing mechanism adopted should be appropriate for the following purposes:

- ❖ Managing demand, required to promote the use of town centre short stay spaces for shoppers and visitors
- ❖ Ensuring that direct users pay for the service, e.g. charging appropriately in car parks close to train stations that are predominantly used by Commuters.
- ❖ Providing finance to support other strategic transport aims

Cheshire East Council would in principle impose charges for parking based on supply and demand, reflecting local pressure and needs including any consequences for on-street parking. The key measure for assessing the demand, pressure and need will be the utilisation of the car parks, measured through either ticket sales or by observing the numbers of cars parked at particular points in time.

Those towns where average car park utilisation during peak hours is high would be considered for increased charges to manage demand. The provision of additional parking could also be considered providing the charges were sufficient to recover the investment cost required to deliver the additional parking requirement. A business case would be required to demonstrate a return on investment to ensure residents and businesses would not be required to fund any shortfall.

Those towns where average car park utilisation during peak hours is low could be considered for reduced charges to support the towns economic viability. A reduction in parking provision could also be considered, potentially releasing land for redevelopment and regeneration. Any reduction in charges would still be expected to cover to cost of operating and managing the town's car parking.

It is expected that an appropriate town by town charging level, combined with appropriate enforcement action, will help the Council to make the best use of the car park assets which in turn is likely to make parking easier and more attractive.

Formal consultation will be required to introduce new charges as part of the agreed Council procedures.

Following completion of each town parking study, the Council will review the parking charges annually, in accordance with the Council's Fees and Charges policy, at least recovering the cost of the car park service.

5. Enforcement Action

Fundamental to any Parking Strategy is the need for efficient parking enforcement, to ensure that on-street parking supply is managed effectively, to prevent inappropriate parking that could cause congestion and increase dangers for other road users, and to ensure proper management of off-street car parks and time limited on-street parking.

The enforcement approach will be geared to effectively manage the supply of off street and unauthorised parking; effective parking enforcement is also required on street short stay parking.

Cheshire East Council is responsible for enforcing parking, loading and waiting restrictions on the streets and in the car parks throughout Cheshire East, with the exception of most major trunk roads. This is carried out under the terms of the Traffic Management Act 2004 and is a civil matter rather than criminal. Civil Enforcement Officers will issue Penalty Charge Notices to any vehicle parking in contravention and will enforce on-street contraventions as well as in car parks. The Civil Enforcement Officers are paid an annual salary only and there is no bonus, commission or incentive scheme or target for issuing Penalty Charge Notices.

Enforcement practice will follow the Guidelines detailed in the Traffic Management Act 2004; it will focus on key areas where compliance needs to improve and will follow the principle that the purpose of enforcement is to induce motorists to comply with the regulations.

The Councils Civil Enforcement Officers will operate under the following principles:

- ❖ Enforcing parking and waiting restrictions to ensure maximum space availability for customers and business visitors.
- ❖ Taking action where unlawful or inconsiderate parking stops traffic (or the free flowing movement of traffic)

- ❖ Taking action where cars parked on pavements block the walk way for pedestrians who then have to go into the road to pass the cars (particularly in school keep clear areas)
- ❖ Taking action where the unlawful or inconsiderate parking is dangerous
- ❖ Taking action where emergency vehicles are prevented from travelling along a road
- ❖ Taking action where spaces are taken up which should be used for disabled people
- ❖ Allowing for exceptional events and circumstances and engaging with the community at key events

A key partner in control is Cheshire Police who continue to be responsible for enforcement of certain traffic offences; Cheshire East residents and businesses rightly expect that we act as true partners in tackling bad and dangerous parking, utilising our respective powers promptly, efficiently and in concert.

6. On-Street Parking

On street parking is essential to local residents and businesses, but can also be detrimental. Clear signs and road markings are essential for effective on street parking provision. The Council will review the provision of on street parking, as part of the individual town parking studies, to assess if the current restrictions meet the requirements of our principal towns and key town centres.

Further detail relating to on-street parking is available through the Council's On-Street Parking Guidance.

7. Local Plan Parking Standards

The adopted Cheshire East Local Plan Strategy 2010-2030 details the parking standards applied to new developments. It is considered that the town parking studies will support the evidence base for use in determining the parking requirements of new development, allowing the Council to depart from the standards where appropriate to improve the management of the road network.

8. Ultra Low Emission Vehicles

The Council will promote and support the use of ultra-low emission vehicles (ULEVs), including electric vehicles, due to their reduced impact on air quality. Electric vehicles have the potential to help reduce kerbside emissions if they become more widely used in Cheshire East, although current technology means that they are likely to be a more attractive choice in urban areas due to the limited availability of charging points in the rural areas. To date, take-up of electric

vehicles has remained low, however all predicted forecasts are for significant growth moving forward.

The potential exists to install public on-street charging points. Since any bays would have to be reserved for electric vehicles only, the Council will take into account future demand and the loss of general public parking before considering whether to install any on-street bays.

9. Heavy Goods Vehicle and Coach Parking

The provision of HGV and coach parking is a necessary amenity across the authority; the provision of lorry parking is required to ensure that drivers have suitable places for rest breaks and encourages appropriately parking. At present HGV parking is underutilised, and has capacity to fulfil future growth detailed in the 2011 Department for Transport Lorry Parking Study. Cheshire East will assess the provision of HGV parking in line with future growth and associated demand; this should include assessing the location of existing facilities and assessing if the locations are suitable for future demand.

The Freight Transport Association indicated that demand for overnight lorry parking facilities would rise as a result of the 1998 EU Working Directive leading to increased need for driver stops. The Council will continue to review the needs in specific areas to determine whether existing facilities are adequate and appropriately located.

Additionally, successful tourist attractions require adequate off street coach parks to prevent road safety problems and to protect the environment. To deter access via residential streets and other environmentally areas, it is intended that off street coach and overnight lorry parks will be located, where required, with good links to the road network and regard to the impact on the local environment.

10. Motorcycle Parking

Motorcycles and mopeds offer the same potential for personal mobility as private cars whilst contributing less congestion, pollution and damage to roads. They are lighter, generally more fuel efficient and take up less space, whether parking or moving.

The safety of users of motorcycles and mopeds and the need for secure parking must be taken into account both in new and existing developments and at public transport interchange sites.

11. Taxis and Private Hire Vehicles

Taxis and private hire vehicles are important in meeting the travel needs of many sections of the population, especially people with disabilities and for those whose journeys cannot be made on foot, cycle, bus or train.

Taxi parking should be visibly provided at key locations, such as shopping areas and public transport interchanges. Ranks should be marked out to avoid random parking. Accessibility to the parking location is a priority and a road safety audit should be carried out to ensure taxi movement will not conflict with other users. The level of taxi parking will be assessed on a case by case basis.

12. Residential Parking

The Council aims to improve the quality of life for residents through parking management, provision and relief of traffic congestion generated by parking demand. Residential areas around town centres can suffer from commuter on street parking and in some cases controlled parking zones are implemented to meet the needs of residents and local businesses.

The Council will review on street parking provision for residents as travel demands grow, and assess if the need exists for the introduction of further controlled parking zones. The Council should review the on street demand at each of the principal towns and key service centres and assess the impact to residents, reviewing existing Traffic Regulation Orders.

13. Parking Initiatives

Parking at Rail Stations

The provision of adequate car parking at railway stations can help to reduce the length of car journeys by attracting people onto rail for the major part of their journey. In addition, it can help avoid or alleviate 'overspill' parking around stations.

In reviewing parking issues at railway stations, the Council will need to consider a number of factors to seek to gain a better understanding of the local context:

- ❖ the quantity and usage of parking presently available at a station and in the surrounding area
- ❖ the level of charges for those parking spaces, if any are in place, and charges at other nearby stations serving the same destinations
- ❖ the number of stopping train services
- ❖ the origin (catchment area) and journey mode of station users;
- ❖ the impacts of station traffic and parking on the local road network and community

- ❖ the length and type of rail journeys
- ❖ the availability of sustainable transport modes to and from the station.

If appropriate, the Council will then work with Network Rail, station and public transport operators, passenger and cyclist groups and others to evaluate the situation further and investigate possible solutions that take account of the needs of both rail users and the local community. In line with LTP objectives, the Council will ensure that any solutions also promote modal shift by encouraging the use of walking, cycling and public transport. These issues and the factors above should be considered as part of a station travel plan.

Increased parking provision at railway stations will only be considered if it is included as part of a station travel plan or linked to improved infrastructure such as the new Hub Station in Crewe.

Sunday Parking Requirements

On a Sunday many towns now see a normal shopping or visitor day, therefore there is a need to manage Sunday parking to serve shoppers and visitors. Overall there is also a benefit in simplifying and providing a consistent approach.

The Council should consider proposals to maintain / introduce standard tariff seven day charges for off-street car parks where charges are applied.

Charging in off street car parks whilst maintaining free on-street parking on a Sunday does create the effect of people seeking to park on-street. However it is considered that the benefits to be gained from introducing Sunday charging do outweigh the cost of Sunday on-street parking enforcement.

Night Time Economy Parking Requirements

The Council should consider that in towns/areas where the night time economy is prevalent, that consistent time bands for charges are applied as follows:

- ❖ For off-street car parks 8am to 10pm Monday to Sunday.

Shopper/Retailer subsidy

Although there are issues about drivers thinking about alternative methods of travel where possible, this does allow for local loyalty incentives to shoppers when supporting local shops and is recommended these be made available where requested.

Contract permits – off street car parks

It is proposed that contract permits will be car park specific (currently some may be for more than one car park) and will be registration specific, with up to two vehicles registrations per permit. It is recommended that no contract or season permits should be issued for short stay car parks as this parking is designed to be available for short stay trips for shoppers and visitors.

Waivers

A list of special permits and conditions appropriate for issuing them should be established.

This provides for carers, meals on wheels, essential trades, such as plumbers, etc. These usually allow for parking, where essential, in Residents Parking Zones or Pay & Display, or in certain cases on double yellow lines. Clear principles will be set out, which need to be backed up by clear issuing procedures for staff.

Charging Mechanisms

In general where charges in a car park or on-street are applied, Pay & Display machines are used. Whilst pay on foot machines/pay on exit Pay Stations that give change, may be popular elsewhere with users, these are expensive to install and maintain. The Pay Station costs in the region of £16,000 added to the cost of a barrier and ticket reader required at the exit at £10,000, plus on-going maintenance requirement. Pay & Display ticket machines cost in the region of £4,000. In many cases the level of income is not sufficient to warrant the higher investment or operating costs of Pay Stations relative to Pay and Display and this will need to be a consideration.

Barriers require maintenance, and if a car park is not staffed any mechanical failures can cause problems. It is recommended therefore that Pay & Display be retained in car parks, and only MSCP's be considered for Pay Stations permitting pay on exit.

Disabled Parking

The use of disabled spaces is governed by the blue badge parking scheme. This is a European scheme for people with limited mobility and allows disabled people accessible parking in locations that enable access to shops and services.

The badge is allocated to individuals and not to vehicles. It can only be used when the named holder is either the motorist or travelling with a carer.

People displaying a blue badge may park on double yellow lines for a limited period where their vehicle does not obstruct traffic or other road users. However, such parking is prohibited where there are additional yellow road markings that restrict parking or where local parking restrictions apply such as outside schools. The blue badge scheme also governs use of disabled spaces on car parks.

The Council adheres to the national policy on concessions for Blue Badge Holders. There are on-street designated disabled bays. These are free and have no time restrictions for blue badge holders. For disabled bays in off-street car parks, blue badge holders can currently park without charge for as long as they want to, even if this is only a short stay car park.

In 2015/16 8125 Blue Badges were issued contributing to the circa 20,000 blue badges held by the Boroughs individual residents and organisations.

- ❖ This strategy recommends that national disabled parking standards for car parks and all new developments are applied across the borough.
- ❖ The strategy recommends that the quantity and locations of disabled bays are reviewed and where necessary, changed to meet the needs of users in each urban centre. Ideally, disabled bays should be close to amenities and spread out around town centres rather than all together.
- ❖ It is recommended that charges for disabled parking are considered for implementation alongside charging for standard spaces. This will generate revenue which can be used for raising the quality of parking.

Parent and Child Parking

There is no specific national or local policy on the provision of parent and child spaces. Supply of these in Cheshire East is almost entirely within privately owned, retail-related car parks. Occupancy of these spaces is generally high. Whilst it is legally unenforceable and does not yield additional revenue, it is felt that consideration should be given to the provision of parent and child spaces. This could be done in conjunction with the review of disabled spaces, Snow Hill car park in Nantwich is currently the only one facilitating these spaces.

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On Street Parking Guidance

2017

On-Street Parking Guidance

Contents

1. Introduction
2. On Street Parking Regulations
3. Types of Restrictions
 - 3.1. Prohibitive Waiting Restrictions
 - 3.2. Permissive Waiting Restrictions
 - 3.3. Other Restrictions
 - 3.3.1. School Keep Clear Markings
 - 3.3.2. Loading and Unloading Restrictions
 - 3.3.3. Controlled Footway Parking
4. Parking Issues
 - 4.1. Road Safety
 - 4.2. Accessibility
 - 4.3. On Street Parking Capacity
 - 4.4. Amenity
 - 4.5. School Parking
 - 4.6. Footway and Verge Parking
5. TRO Process

1. Introduction

Cheshire East Council as Traffic Authority is responsible for making Traffic Orders that regulate on street parking.

The Cheshire East road network needs to support a local transport system that promotes economic growth, is safe for all road users and is not detrimental to the quality of life in our communities.

Cheshire East Council recognises the importance of its highway infrastructure and how an effectively maintained and managed network contributes to the accessibility and safety of its users. This Guidance for On Street Parking Restrictions has been developed to support the Council's outcomes and other community driven policies and strategies. The aim of the Guidance is to manage the level of on street parking and bring in a consistent approach across the Borough.

2. On Street Parking Regulations

There are a number of pieces of national legislation that impose statutory obligations and duties on the Council in relation to on street parking including:

- The *Traffic Management Act 2004* (TMA) places a duty on all local traffic authorities to secure the **expeditious movement** of traffic on their road networks.
- The *Road Traffic Act 2006* (RTA) requires local authorities to prepare and carry out a programme of measures designed to promote **road safety**.
- Waiting restrictions are indicated on the road network by road markings and signs which can only be implemented or changed via Traffic Regulation Orders (TROs) which involves a legal process governed by strict legislation. The *Road Traffic Regulation Act 1984* (RTRA) defines under what circumstances a TRO can be introduced. These are:
 - Avoiding danger to persons or traffic;
 - Preventing damage to the road or to buildings nearby;
 - Facilitating the passage of traffic;
 - Preventing use by unsuitable traffic;
 - Preserving the character of a road especially suitable for walking or horse riding;
 - Preserving or improving amenities of the area through which the road runs;
 - For any of the purposes specified in paragraphs (a) to (c) of the Environment Act 1995 in relation to air quality.

The RTRA also requires the Traffic Authority to exercise these powers to secure the **expeditious, convenient and safe movement** of vehicular and other traffic and the provision of suitable and **adequate parking facilities** on and off the highway.

Any decision to restrict vehicles from parking on the road network must have due regard to these objectives.

3. Types of Restrictions

There are two main types of waiting restrictions:

- Prohibitive Waiting Restrictions and
- Permissive Waiting Restrictions.

3.1 Prohibitive Waiting Restrictions

Generally, prohibitive waiting restrictions are indicated by yellow road markings and the times of the control are indicated by accompanying signs (except for double yellow lines, where restrictions apply 24 hours per day and cannot have supporting signs).

Zonal restrictions can be applied to parking on the highway, footways and verges. These are indicated by zonal entrance signs and repeater signs.

It should be noted that the setting down of passengers and loading/unloading is lawfully allowed, except where the following loading restrictions apply:

- Bus Stop Clearways,
- Bus Lanes,
- Clearways,
- School Keep Clears,
- Box junctions
- Doctors Bays.

Also, blue badge holders (disabled drivers or passengers) can lawfully park for up to three hours on Single or Double yellow lines during the hours of operation provided they do so safely, are not obstructing traffic and the badge and clock are clearly displayed with the correct time of arrival.

3.2 Permissive Waiting Restrictions

These are usually indicated by zonal entry signs or white parking bays with accompany signs. The signs indicate who can park and any limits on length of stay or times of use. Sometimes designated use of a parking bay can be indicated on the carriageway in white lettering, such as 'disabled', 'doctors', 'loading' or 'permit holders only'.

Permissive bays manage the demand for parking, encourage a turnover of vehicles, assist in addressing conflicts for parking in areas of high demand, provide a high turnover of parking in locations such as outside shopping areas and overcome problems where residents have little or no available parking.

3.3 Other Restrictions

3.3.1 School Keep Clear Markings and zig zag markings associated with pedestrian crossings.

Stopping under any circumstances during the hours of operation is prohibited on School Keep Clear markings and this includes coaches, deliveries and blue badge holders. The purpose of providing School Keep Clear markings is to keep the space outside of schools free from parked vehicles so that children can be seen more easily when crossing the road.

3.3.2 Loading and Unloading Restrictions

These are indicated by yellow “tabs” on the kerb and can be at all times or for a prescribed period as indicated on accompanying signs. No vehicles are permitted to park in these locations during the hours of operation, including blue badge holders.

3.3.3 Controlled Footway Parking

Legislation is available to allow footway parking to be created using line markings and signs to delineate when parking is allowed. However, it is necessary to ensure there is a minimum of 1.2 metres of remaining footway for wheelchair users etc. These parking bays can be enforced by the Council’s Civil Enforcement Officers.

A street can be designated a footway parking zone. In this circumstance there will be a requirement to sign the street either by local signs or zonal signs but there are no formal markings on the footway and residents are left to park appropriately. This does not necessarily prevent parking causing an obstruction of the footway and where this occurs it can only be enforced by the Police.

4. Parking Issues

The Council receives numerous complaints and requests each year from residents who are experiencing local parking issues.

The types of issues that are reported include:

- Streets being clogged up by parked vehicles affecting the free flow of traffic
- Access to residential properties being restricted and hampered visibility on exiting;
- Parking around junctions;
- Parking on bends;

- Indiscriminate parking around schools;
- Residents have no off street parking and there is limited on street parking available.

In the majority of cases the criteria defined under the RTRA is not met and other methods need to be considered. But in making that decision the following needs to be considered:

- What is the evidence?
- Who or where is the source of the evidence?
- What actual safety risks are there?
- What is the potential impact of the TRO?
- Does it meet with local and National Guidance?
- Is it enforceable?

It is important to consider each issue to identify if it is a real problem and NOT a perceived one. Contentious TROs are often challenged and can be the subject of an Ombudsman investigation, it is therefore important that the powers available under the RTRA are used appropriately and that there is clear evidence to support the decision to implement the TRO.

Issues raised can be categorised as follows:

4.1 Road Safety

The highest proportion of issues raised by members of the public, parish and town councils and Ward Councillors relate to the perceived potential for risk to safety, particularly at junctions or where parking is considered hazardous. These issues are frequently close to amenity areas such as rail stations.

However, this can only be considered as a reason for a TRO if collisions are occurring or where a formal risk assessment carried out by qualified road safety professionals indicates a high risk that should be mitigated.

Cheshire East will consider parking restrictions in locations where collisions may be reduced or where the Police have raised concerns and where all other options have already been considered in consultation with local elected Ward Councillors.

4.2 Accessibility

These are issues where parking contributes to problems that affect through traffic.

However, consideration has to be given to the frequency and the effects on the volume of traffic, including the time periods.

Cheshire East will consider parking restrictions on classified roads where parked vehicles are proven to have a detrimental effect on capacity.

4.3 On Street Parking Capacity

This is where there is a conflict in demand or capacity for parking in an area. Most relate to where off-street parking is limited and conflict between residents and other road users for on street parking exists. It also includes requests for residents only parking zones.

Cheshire East will consider requests for residents parking zones in locations that meet the criteria detailed within the current Residents Parking Permit Guidance.

Cheshire East will consider other forms of parking restrictions where equivalent additional parking capacity can be provided.

Cheshire East will consider the installation of individual disabled person's parking bays in residential locations where eligibility is identified through a Community Care Assessment.

4.4 Amenity

Issues arise that affect the visual or environmental amenity of a particular area. This includes parking on grass verges or where parking is considered to be a visual intrusion rather than a safety or accessibility issue, such as in conservation areas.

Cheshire East will consider restrictions in conservation areas where the equivalent additional parking capacity can be provided.

Cheshire East will consider the formal restriction of parking on footways and verges on an area wide basis

When introducing or renewing yellow lines in Conservation Areas Cheshire East will use Primrose Yellow and 50mm wide lines

When introducing new restrictions in rural and Conservation Areas Cheshire East will consider the use of Zones involving signs only at entrances

Demand for access to retail facilities and transport hubs and the associated parking capacity available can have a detrimental effect on the surrounding area and community.

Cheshire East will consider parking restrictions in villages and town centres on an area wide basis that will take in to consideration on street and off street availability and time restrictions.

4.5 School Parking

There is a particular issue regarding on-street parking near schools associated with the transport of children to and from school whereby a large number of parents and carers aim to park as close to the school gates as possible. This can often result in inconsiderate and illegal parking and obstructions which cause great concerns for local residents, school authorities, and for other parents/guardians who face safety concerns when crossing the road or driving past the school.

The number of schools across the borough means that regular enforcement by either the Police or the Council's Civil Enforcement Officers is impractical. It is therefore vital that parents/guardians understand their moral and civic responsibility to obey the regulations to help avoid creating road safety problems and congestion around their schools. This can be facilitated through the implementation of school travel plans and proactive action by the school to encourage responsible parking.

The Council actively supports and encourages a responsible approach to parking and driving outside and around schools through its road safety education which is delivered into the schools by its road safety education provider, Cheshire Fire & Rescue Service. The Council is also committed to the roll out of advisory 20 mph zones outside all its schools in the borough through a three year delivery programme from 2015-2018.

Where there are persistent and protracted problems with parking outside a school the Council's Civil Enforcement team and the Police may consider focussed and targeted patrols and other educational activities to reinforce the message in partnership with the school.

Cheshire East will assist Schools where requested in developing plans to tackle parking issues related to the school start and finish times

4.6 Footway and Verge Parking

Footways and verges are not constructed to take the weight of vehicular traffic and can be easily damaged by vehicles parking on or running over them. Although driving on a footway is unlawful, parking is not unless it is causing an obstruction. For example by causing wheelchair or mobility scooter users, parents/guardians with pushchairs or other pedestrians to have to squeeze past or walk in the live carriageway to get around parked vehicles.

Measures to formally prevent parking on the footway/verge and only allow parking on the road may restrict parking on both sides of the road and have an impact on the number of available parking spaces.

Cheshire East will consider the introduction of hardened verges to cater for localised parking provision where appropriate funding is available.

5. TRO Process

The Council will consider a Traffic Regulation Order only with the aim of improving Network Management, Road Safety and Accessibility for all road users and will prioritise new TROs as follows:

Priority 1 - Urgent

Those cases where there are urgent access issues, such as emergency services or other vehicles, refuse collection vehicles unable to travel along a highway, or where a specific safety issue has been evidenced.

Priority 2 – Non Urgent

These are cases where residents are frequently competing with commuters/local workers for limited on street road space for parking. Those requests that meet the criteria specified in the guidance will be considered and focus on an area wide solution.

Priority 3 – Non Urgent

These are non-urgent cases where alternate on-street parking or off-street parking is readily available elsewhere in the locality.

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Cheshire East Council

Cabinet

Date of Meeting: 13th March 2018

Report of: Mark Palethorpe, Acting Executive Director of People

Subject/ Title: Education Travel Policies

Portfolio Holder: Cllr Jos Saunders, Children and Families

1.0 Report Summary

- 1.1 On 10 October 2017 Cabinet approved a period of public consultation regarding a new suite of travel policies planned for implementation from September 2018.
- 1.2 This report presents the outcome of that consultation together with the Council's response to the issues raised and proposals for policy variations as a result of this feedback. It also proposes a number of mitigation measures that could be implemented in order to help ameliorate the impact on some stakeholders.
- 1.4 The aim of the revised policies has been to ensure that we provide transport in accordance with the statutory duties of the Local Authority. Discretionary travel will only be included where there is a strong business case to support this. This will result in savings which will contribute to the proposals approved within the medium term financial plan.
- 1.5 There are 48,476 children of compulsory school age (School Census Oct 2017) within the borough of which 1,440 have an Education and Health Care Plan (EHCP). There is a total of 1,891 Children or Young People with an EHCP.
 - 1.5.1 There are 3,802 children in receipt of home to school travel assistance (Nov 2017) which equates to 7.8% of the compulsory school age population in the borough being in receipt of travel support.
 - 1.5.2 This can be broken down further with 3,106 mainstream pupils (less than 0.5% of the mainstream pupil population) and 696 children and young people with SEND (48% of the EHCP population) receiving travel support.
 - 1.5.3 Of the 696 children and young people with SEND who are currently receiving travel support, 37 attend mainstream primary schools, 54 attend mainstream secondary schools and 605 attend special schools.

323 (46%) children or young people with SEND attend schools outside of the borough.

1.6 The policy review is part of the wider strategic review of transport which is based on the three priorities:

1.6.1. Ensure an appropriate suite of transport policies which:

- Provides sustainable travel arrangements to school
- Meet the assessed needs of children
- Comply with statutory requirements

1.6.2. Ensure travel arrangements are provided efficiently.

1.6.3. Ensure organisational management overview, structure and processes operate efficiently.

2.0 Recommendations

It is recommended that Cabinet:

2.1 Note the outcomes of the consultation and the responses to this.

2.2 Approve that three of the new suite of policies, as revised, be implemented with effect from 1 September 2018. These three policies are: Compulsory School Age Travel Policy, Education Travel Behaviour Code, and Education Travel Payment Policy.

2.3 Approve that the fourth policy; Education Travel Policy Appeals and Complaints be applied from 1 April 2018 in order that it applies for any Appeals and Complaints relating to travel for the academic year starting September 2018 under the new policies.

2.4 Note the proposed mitigation measures.

3.0 Reasons for the Recommendations

3.1 The education travel policies were last updated in 2013. Since then the national guidance has been revised and it is important that we reflect that in our policies and operations.

3.2 The principles adopted in the revised policies include those to:

- Meet the assessed needs of children.
- Promote use of sustainable modes of travel arrangements to school.
- Provide travel assistance which meets assessed need through the lowest cost option.
- Better utilise the offer of direct payments where requested by parents if this is a lower cost option.

- Promote the take up of spare seats at a more reasonable cost.
- 3.3 The public consultation that has been undertaken ran from 18 October to 6 December 2017. A total of 184 completed responses were received from individuals plus 2 from Parish Councils. A detailed consultation report is included as Appendix A.
- 3.4 Appendix B lists the Council's responses to the concerns and issues raised; separated into a number of key themes which emerged from the feedback. This appendix also highlights where changes to the draft policies have been made as a result of this feedback.
- 3.5 The recognition of public responses as expressed during the consultation is important to demonstrate transparency in the decision making process and a genuine commitment to ensure full engagement leading to more effective implementation.
- 3.6 The amendments made to the policies, and the mitigation/implementation measures proposed, demonstrate that the Council has listened and responded to the concerns raised, where it is practicable to do so within the budgetary constraints facing the authority.
- 3.7 The following sections of this report provide a summary of the changes proposed and any mitigation/implementation measures.

4 Compulsory School Age Travel Policy

4.1 Proposal 1

Travel will be provided for pupils aged between 8 – 11 travelling over 3 miles to their nearest suitable school.

Mitigation

This will be introduced through phased implementation and a school by school review of the primary schools which the 36 impacted pupils attend. It will include the consideration of provision of transport through parental contributions. Pupils currently in receipt of free home to school transport will continue to receive it until they leave primary school. Eligible pupils starting school in Sep 2018 will cease to be eligible under the distance criteria at the end of Year 4.

4.2 Proposal 2

Automatic travel support for children in temporary residential circumstances will no longer be applied.

Mitigation

Support will be assessed on a case by case basis and supported if appropriate.

4.3 Proposal 3

The eligibility of pupils with special educational needs or disability will be assessed based on the individual child's needs based on their mobility and awareness of common danger and age appropriate independence skills.

Mitigation

There will be phased implementation with all new applications assessed on this basis. Ultimately any existing arrangements will be reviewed through the annual review of the Education and Health Care Plan (EHCP) or when circumstances change.

4.4 Proposal 4

Parental preference of children with SEND not to attend the nearest suitable school that could meet the child needs will not qualify automatically for transport to the preferred school.

4.5 Proposal 5

The age range will be extended to include support for pupils aged 16-19 who have an Education and Health Care Plan or are continuing learners aged 19-25 subject to the individual assessment of need in proposal 3 above.

4.6 Proposal 6

Independent Travel Training for pupils with special educational needs may be made available where the LA deems this appropriate in consultation with parents.

4.7 Proposal 7

Discretionary travel for pupils with temporary medical conditions will no longer be considered. However we will support those with chronic medical conditions as appropriate.

Mitigation

This will be introduced through phased implementation with existing cases continuing to receive support for the agreed period of time. The education of pupils out of school due to medical conditions will continue to be supported through the Council's Tuition team.

4.8 Proposal 8

Clarification on the travel support for permanently excluded children. This will be provided to their nearest suitable school, the school identified through Fair Access Panel or the pupil referral unit using the normal distance criteria (i.e. greater than 2 or 3 miles dependent on age).

4.9 Proposal 9

Applications for travel support for primary school aged children whose parents have a disability which affects their ability to accompany them to school will be considered based on medical evidence and evidence that no suitable alternative adult can accompany their child to school.

Mitigation

Existing cases will continue to be supported subject to review and confirmation of the disability affecting their ability to accompany their child to school.

4.10 Proposal 10

Travel support for cared for children will be provided where they qualify under normal criteria.

Mitigation

In exceptional circumstances the Headteacher of the virtual school for cared for children may approve travel assistance.

5 Education Travel Behaviour Policy

5.1 This policy will be introduced with effect from September 2018.

5.2 Changes to the Education Travel Behaviour policy will be made, to provide clarity on how it will apply to children and young people with SEND. The changes will be shared with the SEND Parent/Carer Forum.

5.3 The introduction of the behaviour policy is intended to improve the safety of children on school transport.

6. Education Travel Payment Policy

6.1 Direct payments may be available for parents who choose to make their own arrangements for their child to travel to school where this is a lower cost option than the Local Authority providing the transport. For example this could be considered to promote cycling to school, where it is safe to do so.

6.2 The eligibility requirements will be amended to include new advice from the DfE as follows: "If a child is eligible for free home to school transport under section 508B(1) of the Education Act 1996, receipt of any further benefit or payment such as Disability Living Allowance does not remove the statutory duty on a local authority to make suitable transport arrangements for the child. Local authorities can ask the parents if they would be willing to use a vehicle to transport the child to school in exchange for a mileage allowance, or similar, but this cannot be enforced."

7 Appeals and Complaints Policy

7.1 This policy will be introduced with effect from April 2018.

7.2 Improvements will be included in the policy in relation to the communication with parents on the criteria on which an appeal will be considered.

8 Additional considerations following consultation feedback

- 8.1 As requested we will improve the promotion of travel concessions and discounts that are available to school age pupils and promotion of Transport Service Solutions services to third parties.
- 8.2 We will make the purchase of spare seats more affordable to improve take up of these by parents of children not eligible for home to school travel assistance. It is proposed to trial reducing the cost of spare seats on school bus services, where these are available, at a 50% reduction in cost with a view to increasing the take up of spare seats by 200%, therefore increasing the actual income. This will be reviewed annually thereafter.
- 8.3 We will explore the possibility of increasing spare seat capacity where demand exists and it is cost effective to do so.
- 8.4 We will explore the feasibility of offering more flexible payment.

9 Implementation

- 9.1 We will phase the introduction of any changes. Communication will take place directly with new pupils and their families to explain the implications where necessary.
- 9.2 With the exception of the Travel Behaviour Code, the new policies will only apply for new pupils.

10.0 Wards affected and Local Ward Members

- 10.1 All wards will be affected by the proposals outlined in this paper.

11.0 Implications of Recommendation

11.1 Policy Implications

11.1.1 The suite of policy documents comprises:

- Compulsory School Age Travel Policy
- Education Travel Direct Payments Policy
- Education Travel Appeals and Complaints Policy
- Education Travel Behaviour Code

11.1.2 The compulsory school age travel policy covers home to school travel with specific arrangements for pupils with special educational needs or a disability set out in a separate annex.

11.2 Legal Implications

Education Travel, Compulsory School Age

11.2.1 Local authorities are required by both the Education Act 1996 and the Education and Inspections Act 2006 to make suitable travel arrangements for certain children to attend school. Section 508B of the Act deals with the duty on local authorities to make such travel arrangements as they consider necessary to facilitate attendance at school for eligible children.

11.2.2 Schedule 35B of the Act defines eligible children – those categories of children of compulsory school age (5-16) in an authority's area for whom free travel arrangements will be required – as follows:

Statutory walking distances eligibility

Local authorities are required to provide free transport for all pupils of compulsory school age (5-16) if their nearest suitable school is:

- beyond 2 miles (if below the age of 8); or
- beyond 3 miles (if aged between 8 and 16)

Special educational needs, a disability or mobility problem eligibility

Local authorities are required to make transport arrangements for all children who cannot reasonably be expected to walk to school because of their mobility problems or because of associated health and safety issues related to their special educational needs (SEN) or disability. Eligibility, for such children should be assessed on an individual basis to identify their particular transport requirements. Usual transport requirements (e.g. the statutory walking distances) should not be considered when assessing the transport needs of children eligible due to SEN and/or disability.

Unsafe route eligibility

Local authorities are required to make transport arrangements for all children who cannot reasonably be expected to walk to nearest suitable school because the nature of the route is deemed unsafe to walk.

Extended rights eligibility

Local authorities are required to provide free transport where pupils are entitled to free school meals or their parents are in receipt of maximum Working Tax Credit if:

- the nearest suitable school is beyond 2 miles (for children under the age of 8 and 3 miles for those over the age of 8);
- the school is between 2 and 6 miles (if aged 11-16 and there are not three or more suitable nearer schools);

- the school is between 2 and 15 miles and is the nearest school preferred on the grounds of religion or belief (aged 11-16).

11.2.3 It is a parent's responsibility to ensure that their child gets to and from school at the appropriate time each day and to put in place the necessary travel arrangements. In exercising its duty, the Local Authority has a general expectation that a child will be accompanied by a parent where necessary, unless there is a good reason why it is not reasonable to expect the parent to do so.

11.3 Financial implications

11.3.1 In 2014/15 the Council's transport functions were transferred to a wholly owned company (Transport Service Solutions Ltd). The management fee paid to the company, of £9m annually, covers home to school transport for mainstream and SEN pupils.

11.3.2 The Council's Medium Term Financial Strategy includes a target saving of £570,000 for 2018/19 and 2019/20 through a number of changes including these proposed changes to education travel policies, the Available Walking Routes programme and more cost effective provision of travel arrangements.

11.3.3 The Council's three year medium term financial strategy assumes that the savings from school transport will be delivered to enable the Council to maintain a balanced budget.

11.4 Equality Implications

11.4.1 The high level equality impact assessment was published alongside the consultation documents and will now be updated to reflect the final proposed policies.

11.5 Rural Community Implications

11.5.1 Travel assistance for children living in rural communities will continue to be provided in line with statutory requirements where the route to the nearest suitable school is over statutory walking distance or is unavailable.

11.6 Public Health Implications

11.6.1 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.

12.0 Risk Management

- 12.1 Maintaining existing arrangements could mean that policy does not comply with the latest DfE guidance and may be inequitable.
- 12.2 The increasing pressures upon Council funding and the increasing demands on transport requires the Council to consider all transport processes.

13.0 Access to information / Bibliography

- 13.1 Contact the Report Writer

14.0 Contact Information

- 14.1 Contact details for this report are as follows:
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Cheshire East Council

Education Travel Policies Consultation

Summary of results

Production date: 21/12/2017

Report produced by:

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Introduction

Background and Methodology

Between 18th October and 6th December 2017 the Council undertook an online survey to seek views concerning potential changes to current education travel policies.

The policies affected were:

- Compulsory School Age Travel Policy
- Education Travel Behaviour Code
- Education Travel Payment Policy
- Education Travel Appeals and Complaints Policy

Cheshire East Council proposed to continue to provide at least the legislative minimum that is required to be provided by local authorities regarding these policies.

The survey was advertised in the schools bulletin requesting that it be included in parental newsletters. It was also sent via email to all Headteachers and chairs of Governors within Cheshire East, the Parent Carers Forum, Foster Carers, Parish and Town Councils, Chester and Shrewsbury Dioceses and other community groups. There were also media briefings and on the Cheshire East Website and through the Council's Twitter account. A total of 184 complete responses were received.

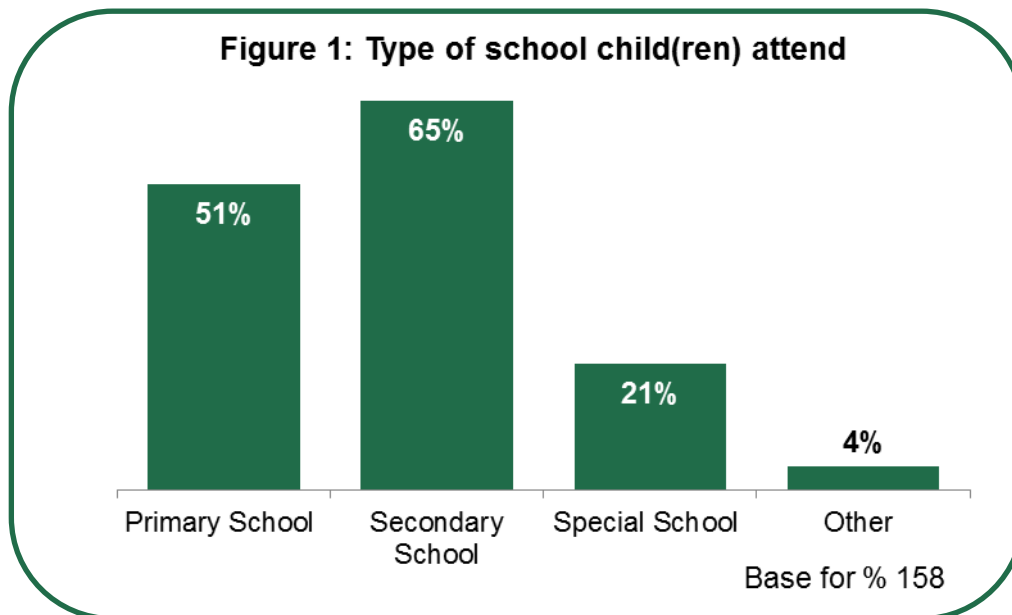
In addition, 3 responses were received via email, 2 from Parish Councils and 1 from an employee at Cycling UK. One letter was received from Cheshire West and Chester Council suggesting a continuation of cross borough collaboration to reduce education travel costs.

Please note: respondents could select more than one box for certain questions and therefore percentages may not add up to 100.

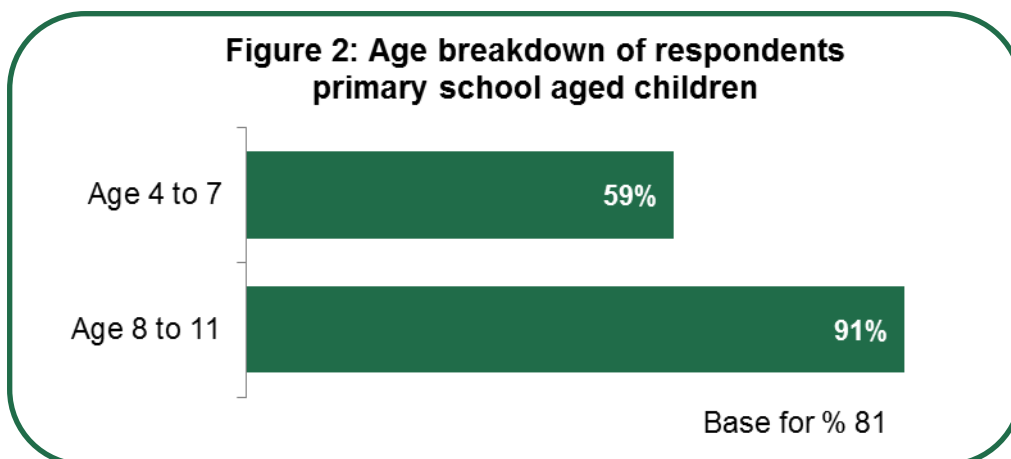
Analysis of Results

Profile of respondents

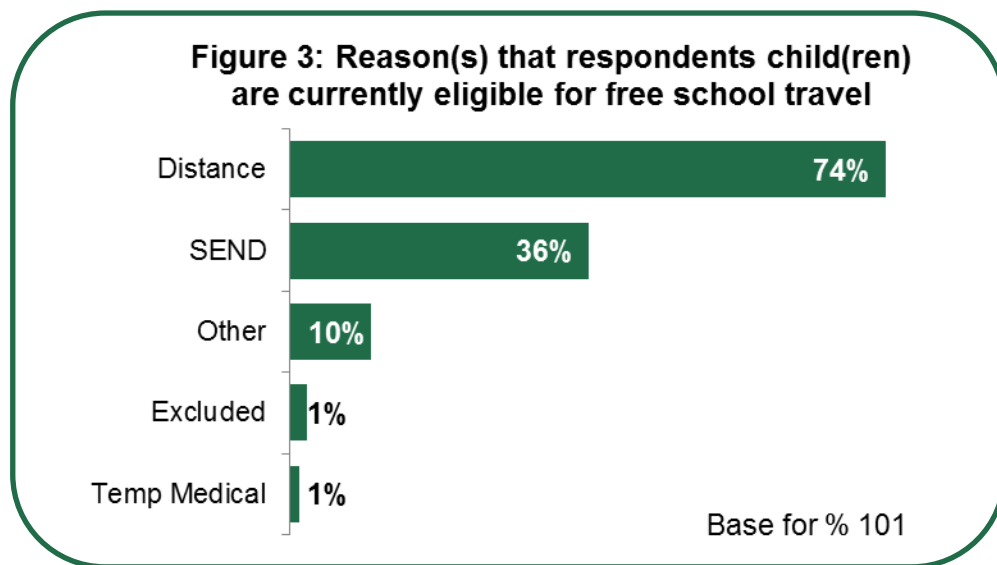
The majority of respondents had/ cared for one or more children (86%, 158 respondents). Of those who had/cared for children, 51%, had/cared for children who currently attend primary school and 65% had/cared for children currently attending secondary school as shown in figure 1.



Those respondents who had/ cared for primary school aged children were asked what age groups they were within (one of the proposed new policies affects those aged 8 to 11 travelling over 2 miles (but less than 3 miles) to the nearest school). Out of the 81 respondents who had or cared for children currently in primary school the majority (91%) had or cared for children aged between 8 to 11 as figure 2 shows.

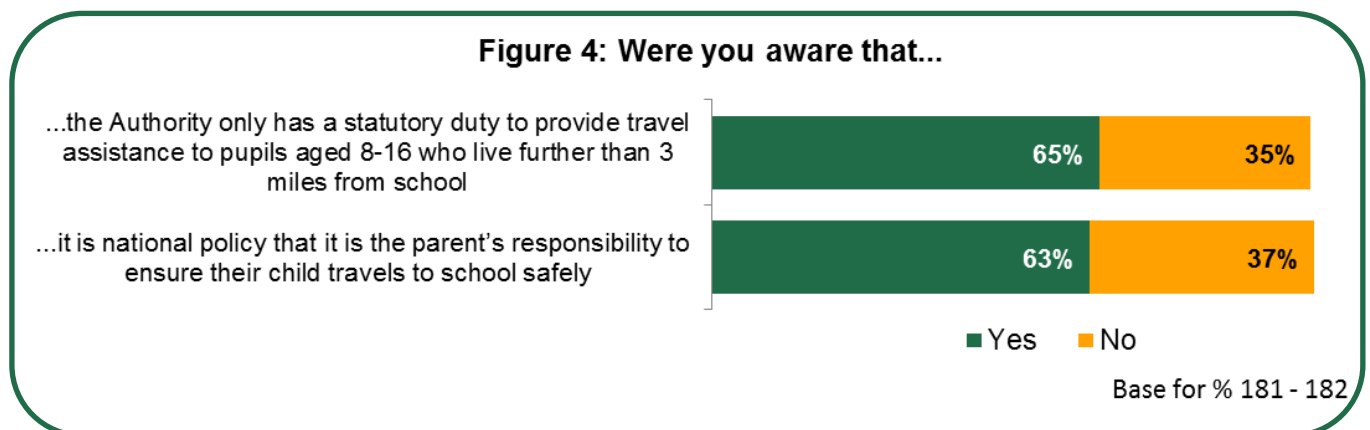


Two thirds of respondents (64%, 101 respondents) who had/ cared for children currently receive free school transport to school. Of those who receive free transport to school, the majority, 74%, received it due to the distance from the school as shown in figure 2.



National Policy/ Statutory Duty

Respondents were asked if they were aware that the authority only has a statutory duty to provide travel assistance to pupils aged 8-16 who live further than 3 miles from school and whether they aware of the national policy that states it is the parent's responsibility to ensure their child travels to school safely. Around two thirds of respondents stated 'yes' they were aware of each statement as figure 4 shows.



Proposed changes to current policies

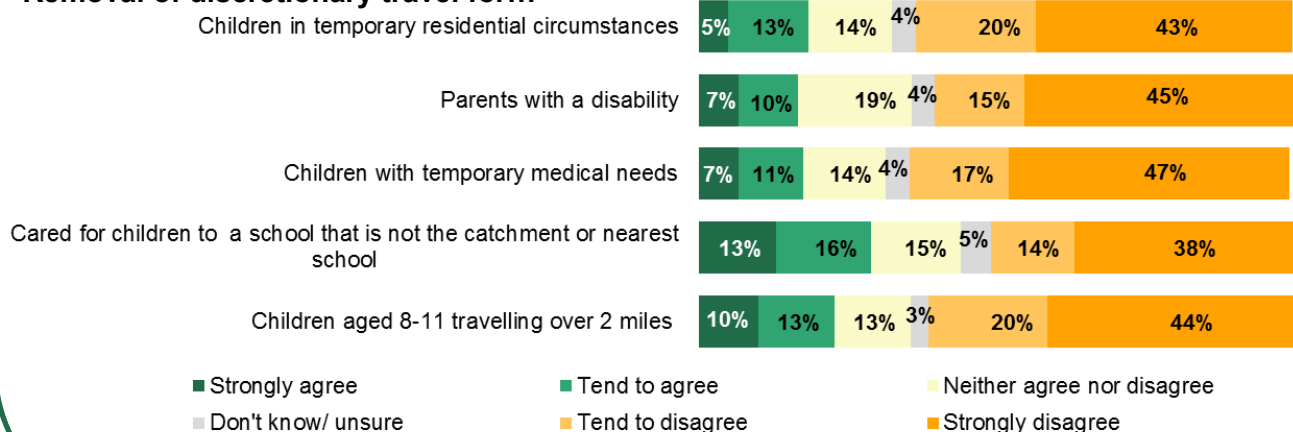
Respondents were asked how strongly they agree or disagree with the proposed new policies that were highlighted within the draft document which would bring the Council in line with statutory guidance. Some of the changes were revisions to current policies while others were the removal of current discretionary (as opposed to statutory) travel. Figure 5 shows the results.

Figure 5: Agreement/ disagreement with the proposed new policies

Revisions to ...



Removal of discretionary travel for...



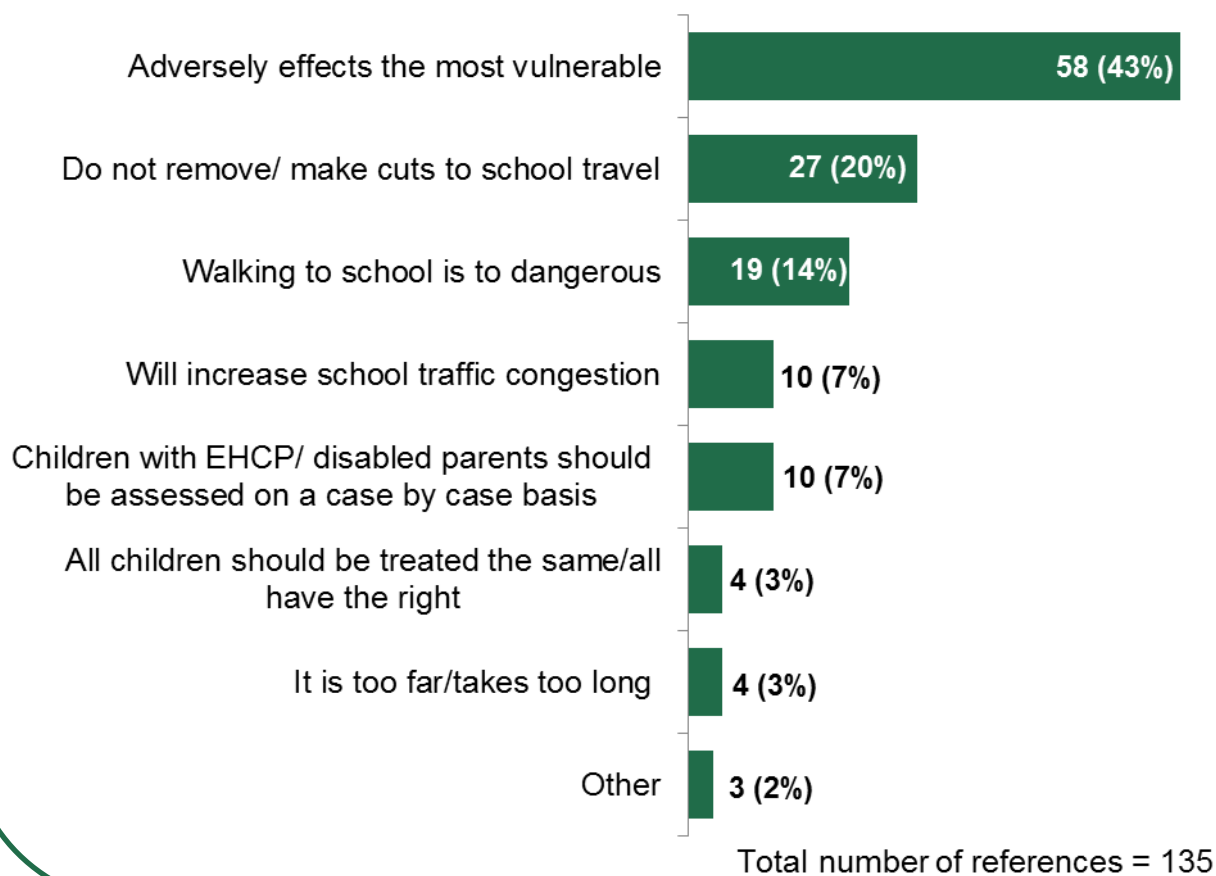
Base for % 181 - 184

If respondents disagreed with any of the proposed new policies they were asked to explain why. 113 respondents left a valid comment. Comments have been grouped into overall themes for the purpose of this report as shown in table 1. 58 respondents felt that the policies adversely affect the most vulnerable with 30 specifically stating it will impact SEN/Disabled groups, 16 specifically stating it will adversely impact cared for children, 5 specifically stating it will impact those with a temporary medical condition and 5 specifically stating it will impact those on low income. *Please note: respondents may have referred to more than one theme in their comment therefore the total count may not add to the total respondents who has left a comment.*

Table 1: If you have disagreed with any of the above, please explain why:			
Theme	Typical comment	Count	%
Adversely effects the most vulnerable e.g. those who are disabled, low income families, looked after children. They should be helped with free school travel if they need it.	<i>'All of the above will adversely affect the most vulnerable of our society i.e. disabled children & adults and low income families'</i>	58	43
Do not remove travel/ make the cuts to school travel	<i>'I believe the removal of safe methods of transport to school for any children is wrong. Parents do not have jobs which will just fit around the school run'</i>	27	20
Walking to school is too dangerous/ unsafe routes/ live in a rural area	<i>'CE is a rural county and safe walking routes are not all paved urban areas'</i>	19	14
Children with EHCP/ disabled parents should be assessed on a case by case basis	<i>'Children with EHCP should qualify on a cases by case basis'</i>	10	7
Will increase school traffic congestion	<i>'...There would be additional traffic at a primary school that has not got a car park and only small drop-off/collection point....'</i>	10	7
It is too far/takes too long to walk to school	<i>'Who cares if it's two mile or three miles? It's still far too far...'</i>	4	3
All children should be treated the same/all have the right to transport	<i>'All children should have the right to transport to and from school'</i>	4	3
Other	<i>'Difficult to see the positives in any of this, although improving cycle and walking routes to schools becomes a clear opportunity'</i>	3	2
Total number of references		135	100

These overall themes can also be seen in figure 6.

Figure 6: Reasons for disagreement with proposed new policies

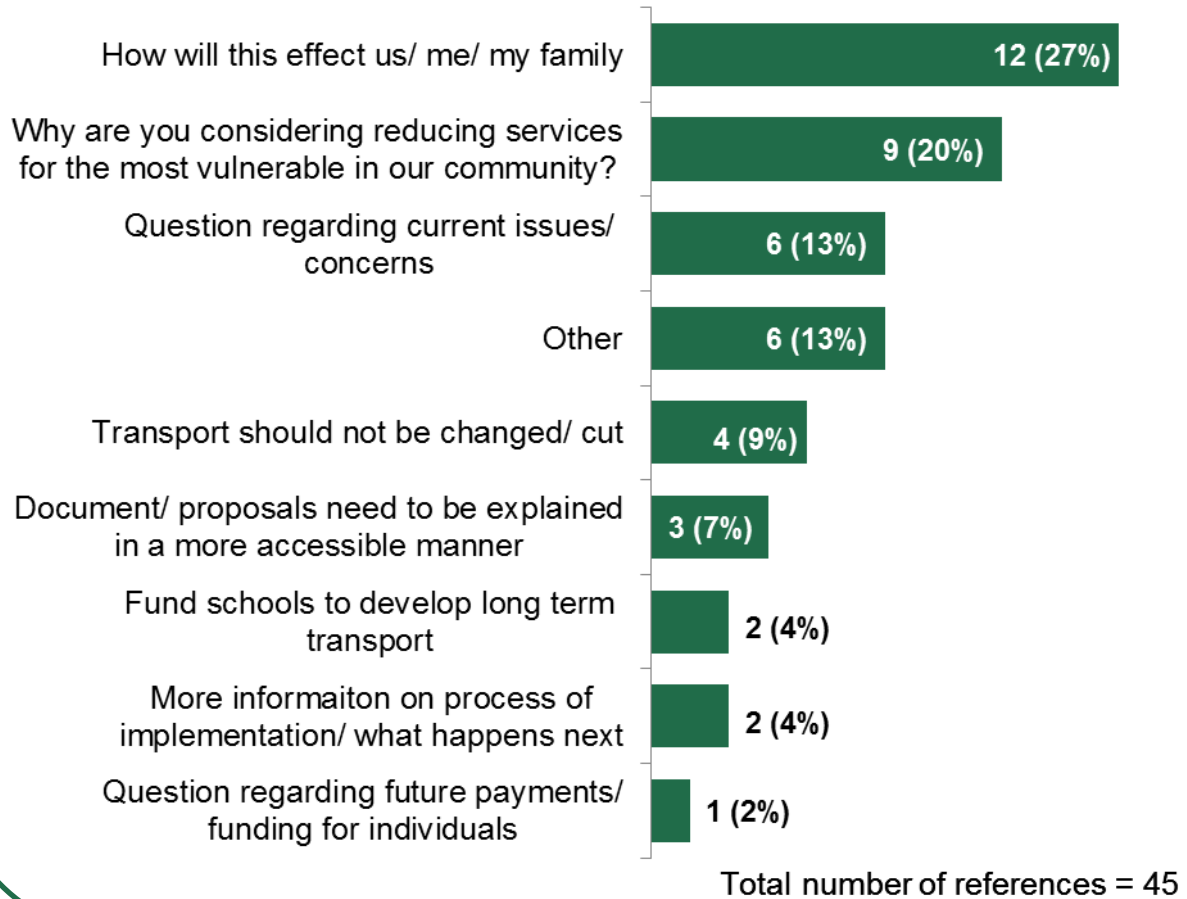


Respondents were asked if they had any specific queries about the proposed new policies. 43 respondents left a valid comment. 12 respondents wanted to know specifically how it would affect them/ their family. Table 2 shows the full breakdown of comments received for this question.

Table 2: Do you have any specific queries about the proposed new policies?			
Theme	Typical comment	Count	%
How will this affect us/ me/ my family	<i>'How will this directly affect us? Your proposal is very vague'</i>	12	27
Why are you considering reducing services for the most vulnerable in our community?	<i>'Why are you considering reducing services for the most vulnerable members of our communities? These are children and young people who are either disabled or Vulnerable due to no fault of their own... '</i>	9	20
Question regarding current issues/ concerns	<i>'There seems to be no specific reference to crossing 'county' borders' (...) we spend £17 per academic week on his transport without assistance for the last 5 years. Over 3 miles ruling does not apply'.</i>	6	13
Other query/ concern	<i>'Will a separate consultation be held in relation to post 16 transport provision?'</i>	6	13
Transport should not be changed/ cut	<i>'I feel strongly that transport for children to a special school should not be cut or changed'</i>	4	9
Document/ proposals need to be explained in a more accessible manner	<i>'The policy by its nature and language excludes the less educated. You have not explained your language or direction of intended travel in an easily accessible manner'</i>	3	7
More information on the process of implementation/ on what happens next?	<i>'Are these policies just a proposal for consultation, and if not, what is the way forward for implementation?'</i>	2	4
Fund schools to develop long term transport	<i>'Can schools not be given some funding to develop own transport?'</i>	2	4
Question regarding payments and funding for individuals	<i>'Do disability payments include settlement for travel difficulties?'</i>	1	2
Total number of references		45	100

These overall themes can also be seen in figure 7.

Figure 7: Specific queries about proposed new policies

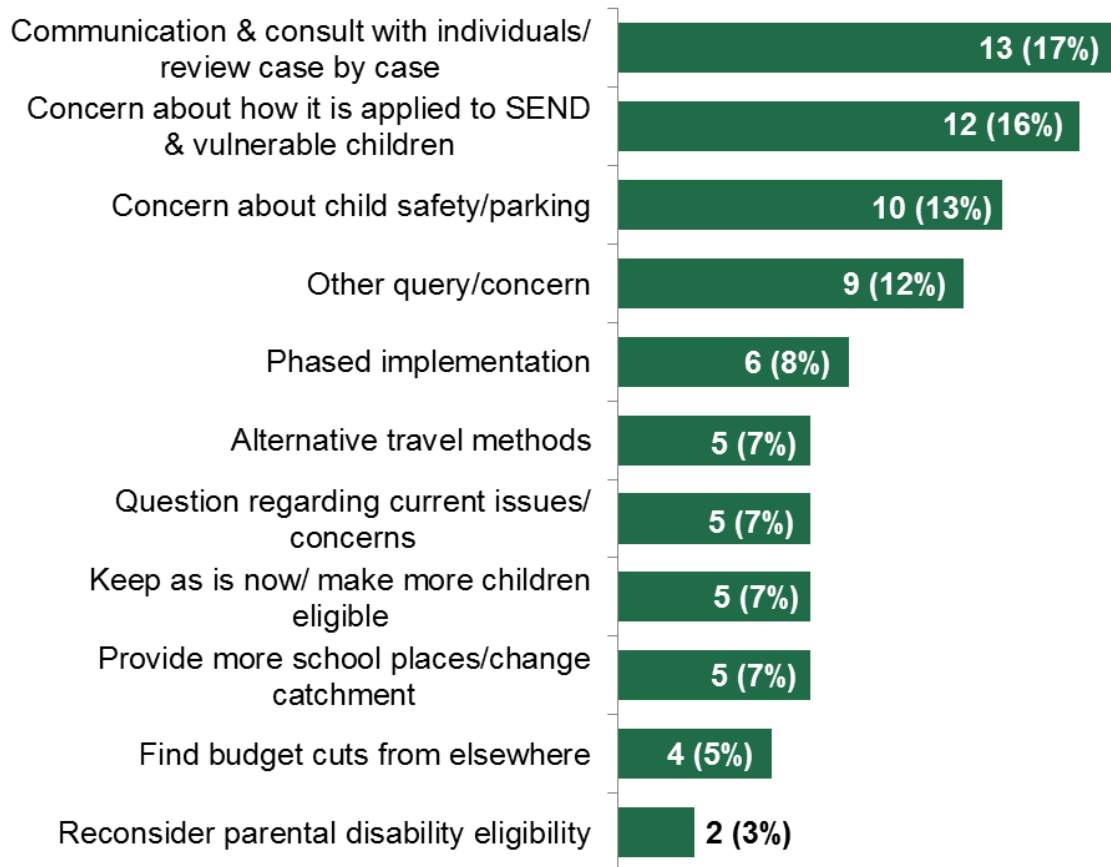


Respondents were asked if they had any suggestions on how to best implement the proposed policies which the Council propose to apply from September 2018. 63 respondents left a valid comment. The comments have been grouped into themes as seen in table 3.

Table 3: Do you have any suggestions on to how best to implement the proposed policies which we will seek to apply to pupils from September 2018?			
Theme	Typical comment	Count	%
Communication and consult with individuals (review case by case)	<i>'Go through a process of consultation, and assess each case independently, to find the best way forward for society and for each child.'</i>	13	17
Concern about how it is applied to SEND and vulnerable children	<i>'Don't implement the proposed policies if they are going to penalise the most in need and the most vulnerable in our county if humanity and common decency is a value we wish to uphold in our borough!!'</i>	12	16
Concern about child safety/parking	<i>'Don't go ahead with this, it puts too many children in danger.'</i>	10	13
Other query/concern	<i>'you are contradicting yourselves ,you say will seek to apply ,this means like bus review you take very little notice of the Cheshire East taxpayers or residents.'</i>	9	12
Phased implementation	<i>'Phase in a reduced subsidy scheme. Thereby allowing parents and schools time to work out alternative shared travel arrangements.'</i>	6	8
Provide more school places/change catchment	<i>'Make more school places available through better funding.'</i>	5	7
Keep as is now or make more children eligible for free home to school travel	<i>'All children who are currently eligible for school transport because of the distance they live from their catchment school should still continue to receive it.'</i>	5	7
Question regarding current issues/ concerns	<i>'Keep things as they currently are and make cuts to the to make the savings rather than targeting the most vulnerable in the county.'</i>	5	7
Alternative travel methods - public buses, direct payments and invest in cycle routes	<i>'Why not use the kids to look at how they currently get to school and how they could. Barriers? Promote change. Work in partnership with others. Be a role model for other councils with regards travel in general.'</i>	5	7
Find budget cuts from elsewhere	<i>'...These proposed cuts should be scrapped as were the proposals about car parking charges increase. We are talking about similar savings.'</i>	4	5
Reconsider parental disability eligibility	<i>'Children who do not have a safe travel alternative to school i.e. no pavements or local bus service should be provided a free bus service. Some parents cannot transport their children because of disability or inability to drive, without this free bus service the children will suffer.'</i>	2	3
Total number of references		76	100

These overall themes can also be seen in figure 8.

Figure 8: Suggestions on how to best implement the proposed policies

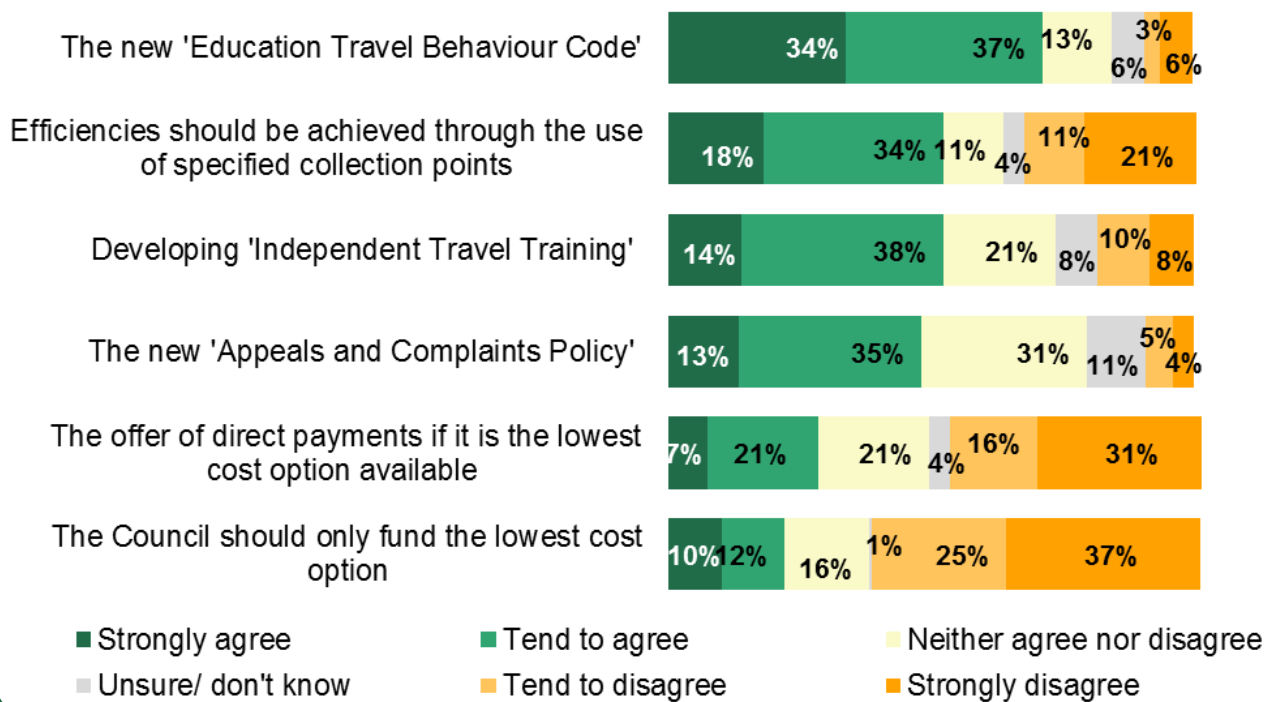


Total number of references = 76

Additional proposals

Respondents were also asked how strongly they agreed or disagreed with the additional proposals that were highlighted within the draft document. Responses can be seen in figure 9.

Figure 9: Agreement/ disagreement with the following proposals



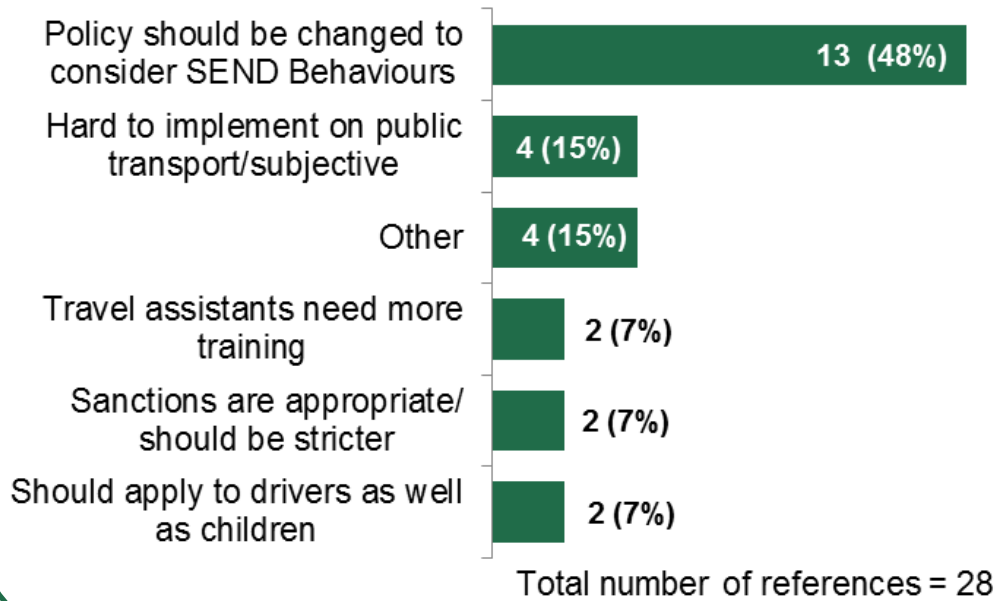
Base for % 181 - 184

Respondents were asked if they considered the sanctions in the 'Education Travel Behaviour Code' to be appropriate. 22 respondents left a valid comment; these comments have been grouped into themes as shown in table 4.

Table 4: Do you consider the sanctions in the 'Education Travel Behaviour Code' to be appropriate?			
Theme	Typical comment	Count	%
Policy should be changed to consider SEND Behaviours	<i>'... Behaviour difficulties can be more than just "bad behaviour". They can serve a purpose for the pupil in terms of being a method of communication, an indication of pain,, a way of leaving a situation that is proving stressful for the person. Please remember many of the pupils you are transporting are non verbal and on the bus may only have behaviour as a means of expressing themselves'</i>	13	48
Other	<i>'These are only children and need to be looked after and supported and given the best starts we can give them'</i>	4	15
Hard to implement on public transport/subjective	<i>'... When there have been issues on a public bus in the past, the school has not been willing to take any action and passes it directly to the bus company who then take no action.'</i>	4	15
It should apply to the drivers as well as children	<i>'The code should apply to drivers too. My daughter has had excellent taxi drivers except for one, who used bad language as a matter of course. this was a disgraceful example to SEN children (it was reported)'</i>	2	7
Sanctions are appropriate or should be stricter	<i>'The sanctions are appropriate, but there is nothing in the policy about compliance governance. It does not explain how the policy will be enforced....'</i>	2	7
Travel assistants need more training	<i>'...Travel assistants need more training to enable them to deal with the children with compassion and professionalism when in the situation that the child is not actually misbehaving...'</i>	2	7
Total number of references		28	100

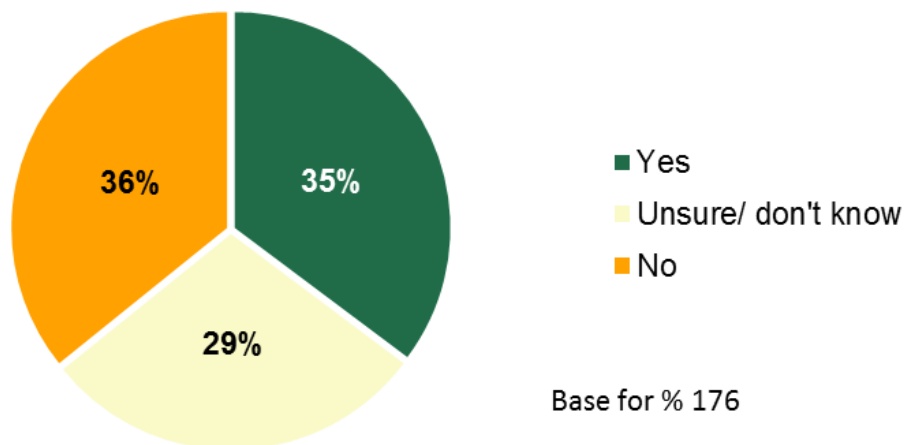
These overall themes can also be seen in figure 10.

Figure 10: Comments on 'Education Travel Behaviour Code'



Just over one third (35%) of respondents would consider purchasing a spare seat on a bus if they were not eligible for free school transport, as figure 11 shows.

Figure 11: Would you consider purchasing a spare seat on a bus...?

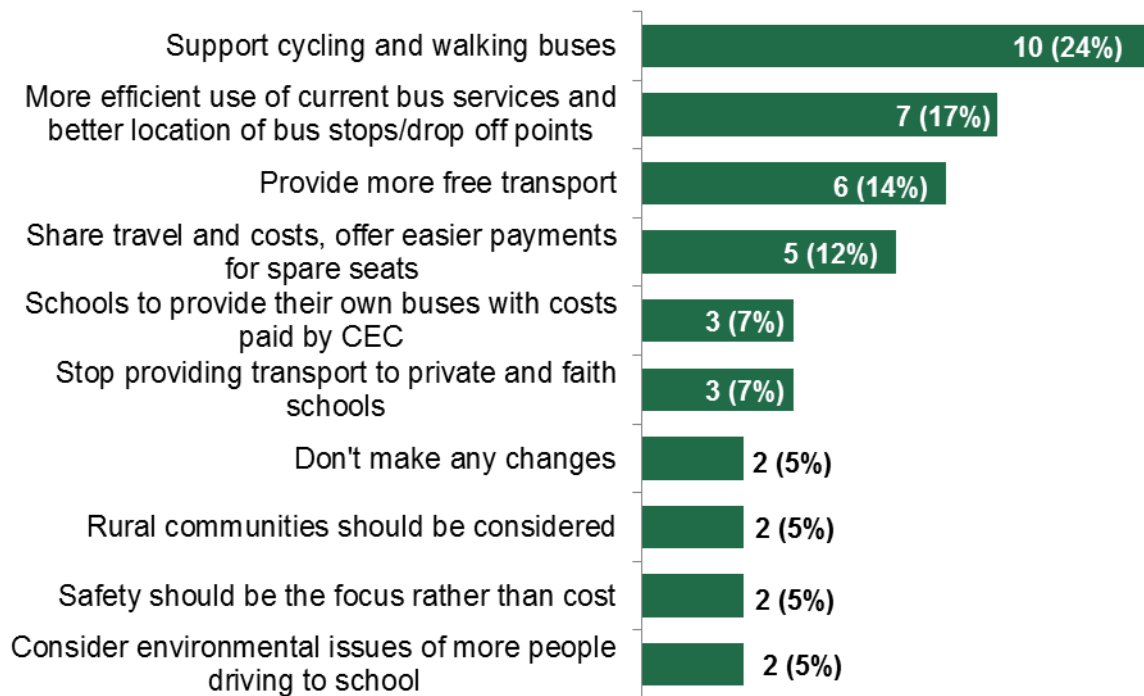


Respondents were asked if they could think of any more efficient or effective methods of travel support which haven't been included within the policy. 42 respondents left a valid comment; these can be seen within table 5.

Table 5: Are there any other more efficient or effective methods of travel support which are not included?			
Theme	Typical comment	Count	%
Support cycling and walking buses	<i>'One-off capital investment in remedying unsafe pinch points in the cycle network will enable lasting self-reinforcing, self-perpetuating, self propelled journeys to school, which cost the Council nothing in subsequent years...'</i>	10	24
More efficient use of current bus services and better location of bus stops/drop off points	<i>'Specific Drop off points and picking up points within school boundaries at specific times.'</i>	7	17
Provide more free transport	<i>'I feel that all children should be able to travel to school by bus free of charge.'</i>	6	14
Share travel and costs, offer easier payments for spare seats	<i>'Lack of provision of transport and unaffordability can be really stressful. Sharing costs can arguably be better than removal of provision.'</i>	5	12
Stop providing transport to private and faith schools	<i>'Stop any Council funded transport to private schools, irrespective of the EHCP. Private education is a choice for which you do not pay the fees (I hope) so why should you pay for transport.'</i>	3	7
Schools to provide their own buses with costs paid by CEC	<i>'...Special schools could be given funding towards providing transport for under 16's if they are already providing a post 16 option and it is part of their transport route.'</i>	3	7
Consider environmental issues of more people driving to school	<i>'...more school buses rather than fewer would give positive environmental impact, improve children`s independence and decrease cost for road maintenance due to a reduction in vehicle movements and potential accidents.'</i>	2	5
Safety should be the focus rather than cost	<i>'...The council should not be focused on cost....it should be focused on safety. The option of direct payments could be abused by parents who take the money for other purposes and send the children walking. '</i>	2	5
Rural communities should be considered	<i>'The government need to fund school transport appropriately for rural communities'</i>	2	5
Don't make any changes	<i>'Leave it as it is! Lots of children with disabilities find it hard to adapt to change...'</i>	2	5
Total number of references		42	100

These overall themes can also be seen in figure 12.

Figure 12: Suggestions for other more efficient/ effective methods of travel support



Total number of references= 42

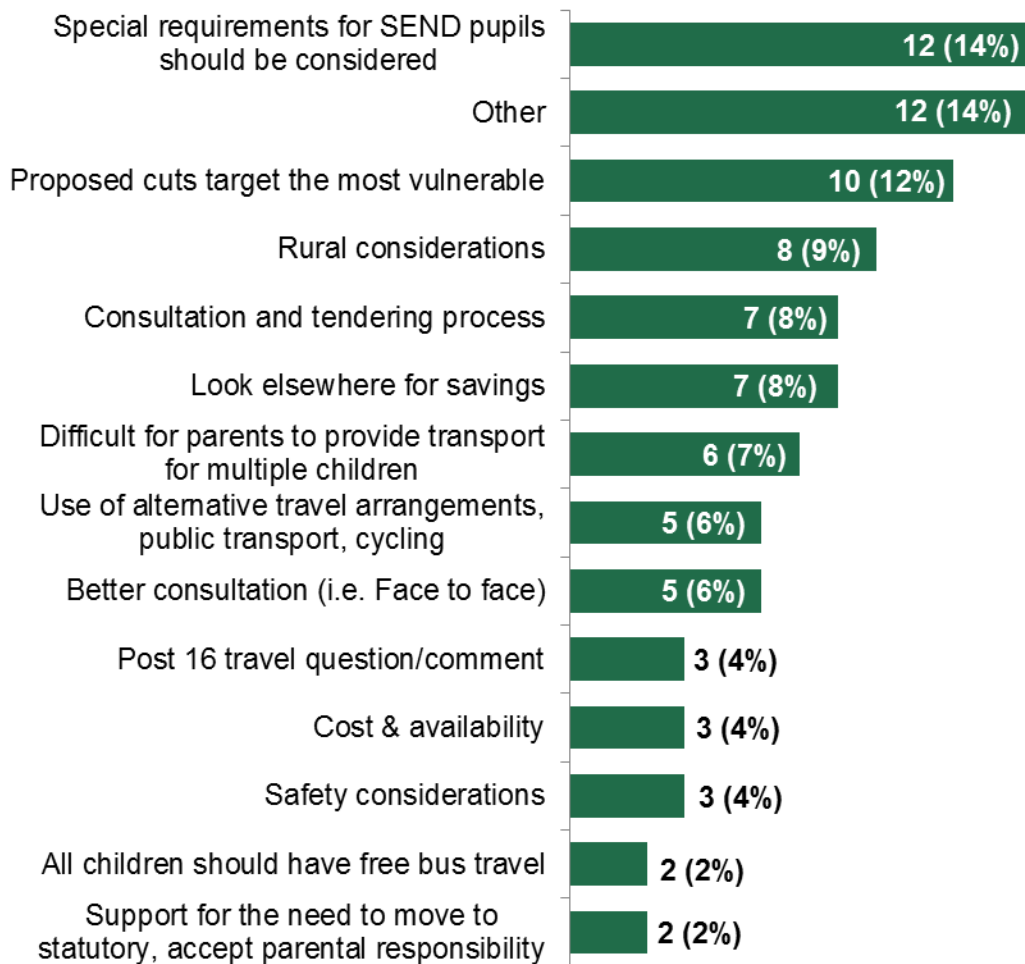
Finally respondents were asked if they had any further comments to make. 65 respondents left a valid comment; the breakdown of these comments can be seen in table 6.

Table 6: Any other comments?			
Theme	Typical comment	Count	%
Special requirements for SEND pupils should be considered	<i>'...Collection points will not work for pupils with severe learning and physical disabilities....'</i>	12	14
Other	<i>'...Reducing the bus travel will have a detrimental affect on the school intake...'</i>	12	14
Proposed cuts target the most vulnerable	<i>'The councils proposals to supply the lowest cost transport is shocking ,SEN children need consistency with transport who have good knowledge of the behaviour of these types of children not the cheapest ...'</i>	10	12
Rural considerations	<i>'please be aware of the further impact on small rural schools and the pupil numbers'</i>	8	9
Look elsewhere for savings	<i>'I'm always concerned when the Council tries to save money by cutting services to vulnerable groups of residents. If it is not the elderly, it is those with a disability or children. These three groups of people are the least able to defend themselves and it seems that they are targeted for cuts...'</i>	7	8
Consultation and tendering process	<i>'Have any parents of children with SEND actually been consulted on this???''</i>	7	8
Difficult for parents to provide transport for multiple children	<i>'...Coordinating 3 separate drop offs to school in the morning and pickups is impossible especially for working parents. It is unfair on the non SEN child to always be put second to the child more in need. It also has a massive impact on family life if you need to spend 90 min dropping 2 children to breakfast clubs to get your child in need to school'</i>	6	7
Better consultation (i.e. Face to face)	<i>'Please consult face to face and present all the options - this method of consultation is not enough'</i>	5	6
Use of alternative travel arrangements, public transport, cycling	<i>'Many parents seem to believe that driving their children to school is the responsible thing to do. I would argue that the reverse is true. The government has declared two health emergencies: childhood obesity and air pollution...'</i>	5	6
Safety considerations	<i>'My 17 year old now has to cycle a dangerous 3 mile route because although his further studies are compulsory, you have no obligation to provide the transport he had in yr11. We have bought spare seats for him in y12 but now we have been refused them. ... I now worry about his safety twice a day...'</i>	3	4
Cost & availability	<i>'All school bus services when paying or not paying for the bus should guarantee a seat, this does not happen on most school buses and many of the children have to stand up all the way to school....'</i>	3	4
Post 16 travel question/comment	<i>'Don't know how my child will get to school post 16 no direct bus there.'</i>	3	4

Support for the need to move to statutory, accept parental responsibility	<i>'...But I support the need to move to statutory supply and reduction of discretionary supply - after all parents are responsible for getting their children to school.'</i>	2	2
All children should have free bus travel	<i>'You should offer help with travel for all pupils going to schools outside catchment area, regardless of reason.'</i>	2	2
Total number of references		85	100

These overall themes can also be seen in figure 13.

Figure 13: Other Comments



Total number of references = 85

APPENDIX B – CEC response to the comments raised during the public consultation

Proposals	Response	Changes made as a result of consultation
1. Removal of discretionary travel		
1. a. The removal of discretionary travel for pupils age 8-11 travelling over 2 miles to the nearest suitable school and increase the distance to 3 miles.	<p><u>General Comments</u></p> <p>This brings the Council in line with its statutory duties. The proposed removal of discretionary travel will provide savings of up to £68,000 when fully implemented. The proposed transitional arrangements will reduce the cost savings stated above.</p> <p>There are 36 pupils impacted who attend 12 out of 124 mainstream primary schools within the borough. Many of these schools are predominantly small, rural schools. The Council is aware that the withdrawal of travel assistance from these schools may not be in the best interests of pupils, the schools and residents and the Council will therefore liaise with the schools on how best to progress this. Please note that the withdrawal of <u>free</u> travel assistance for those that are no longer eligible will be implemented but local requirements will be considered. This may include but is not limited to:</p> <ul style="list-style-type: none"> • Option to purchase a 'spare seat' • Reduction in the costs of 'spare seats' across the borough • Consider implementing flexible payment options for parents • Assistance in arranging a 'walking bus'. <p><u>Implementation</u></p> <p>As suggested by the consultation, a phased implementation is proposed.</p> <p>The new policies will apply from 1st September 2018 and will apply to children starting in Reception year. If they qualify for home to school travel assistance in Reception, they should expect that entitlement to cease at the end of Year 3. Irrespective of when an eligible child's 8th birthday is. Children in receipt of home to school travel support in 2017/18 will continue to receive it until the end of Year 6 unless their</p>	<p>A school by school review for the primary schools impacted by this proposal. This may be desktop based.</p> <p>Phased implementation. Children that are currently eligible will continue to receive assistance until the end of Year 6.</p>

	circumstances change (e.g. move house/school)	
1.b. The removal of discretionary travel for pupils where families are forced to relocate temporarily to alternative accommodation owing to circumstances outside of their control.	<p><u>General Comments</u> Any change to a child or young person's residential address, whether it is permanent or for a temporary period, will warrant an application for travel assistance if the general criteria set out in the policy applies.</p> <p><u>Implementation</u> Although there is a change in the policy relating to home to school travel, Social Care would continue to assess all cases on an individual basis and can authorise travel assistance, by exception.</p>	No change to the proposed policy but clarity provided on how it may impact children and young people.
1.c. The removal of discretionary travel for pupils with temporary medical conditions due to an accident, planned surgery or illness.	<p><u>General Comments</u> Children with temporary medical needs will no longer be eligible for travel assistance on the basis of their temporary medical needs, but will retain eligibility, as appropriate, on distance, unavailable walking route, or extended rights or SEND criteria.</p> <p><u>Implementation</u> As suggested by the consultation, a phased implementation is proposed.</p> <p>All existing cases will continue to receive travel assistance until the temporary medical condition no longer applies. There were 2 children who received travel assistance in 2016/17 and there are 2 children in receipt in 2017/18, of which both cases are expected to be closed before the new policy comes into effect.</p> <p>No new cases will be accepted with effect from 1st September 2018.</p> <p>This does not impact children with long-term medical conditions. There are currently 6 children who attend mainstream schools who receive home to school assistance at a total annual cost of c£65,000 per annum. This is subject to receipt of medical evidence.</p>	Phased implementation. Children that are currently eligible will continue to receive assistance until the temporary medical condition no longer applies.

<p>1.d. The removal of discretionary travel for pupils with parents with a disability.</p>	<p><u>General Comments</u> Secondary aged children of parents with a disability who cannot otherwise get to school will not be eligible for travel support. . However children of primary school age whose parents have a disability which affects the parent's ability to accompany the child to school will be considered based on medical evidence which confirms the parent's mobility difficulties. Evidence that there is no suitable alternative person to accompany the child is also required.</p> <p>Children will retain eligibility, as appropriate, on distance, unavailable walking route, or extended rights or SEND criteria.</p> <p>Schools are expected to develop School Travel Plans which include details on how alternative and sustainable modes of transport can be introduced for the benefit of pupils, staff and parents whilst reducing congestion on local roads around schools with associated improvements in air quality and road safety. The Sustainable Modes of Transport to Schools Strategy (SMOTS) is to be discussed by Cabinet in February 2018.</p> <p><u>Implementation</u> All existing cases, subject to satisfactory evidence of the parent/carers disability and how it impacts their ability to assist their child to school, will continue to be eligible for travel assistance for a limited period of time. There is currently only one case which relates to a secondary age child.</p> <p>The council may wish to offer a subsidy to parent/carers to help facilitate alternative methods of travel instead of providing free travel assistance.</p> <p>No new cases will be accepted which will take effect from 1st September 2018, onwards. Cases accepted following policy approval and before the implementation date will cease on 31st August 2018.</p>	<p>Phased implementation. Children that are currently eligible will continue to receive assistance.</p>
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<p>1.e. The removal of discretionary travel for cared for children unless eligible under normal criteria or exceptional circumstances agreed by the Headteacher of the Virtual School for Cared For Children.</p>	<p><u>General Comments</u> Children will retain eligibility, as appropriate, on distance, unavailable walking route, or extended rights or SEND criteria.</p> <p>There are differences in the obligations to provide travel from home to school by foster carers depending on whether the foster carer is contracted directly by the Council or they are a third party foster carer, employed via an agency.</p> <p>The Headteacher of the Virtual School is able to authorise travel assistance in exceptional circumstances.</p> <p><u>Implementation</u> As suggested by the consultation, a phased implementation is proposed.</p> <p>All existing cases will continue to receive travel assistance for the duration that it has been agreed. No new cases will be accepted with effect from 1st September 2018.</p>	<p>Phased implementation. Children that are currently eligible will continue to receive assistance.</p>
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Proposals	Response	Changes made as a result of consultation
<p>2. The introduction of</p>		
<p>2.a. The introduction of direct payments, where this is a lower cost option, to enable the parent to provide/make travel arrangements.</p>	<p><u>General Comments</u></p> <p>The introduction of direct payments as a lower cost option is beneficial for both recipients and the Council. It will only be offered when it is the lowest cost option. As per the policy:</p> <p><i>It is intended that payments enable families to arrange their student's travel arrangements in a way that suits their personal circumstances best. Parents may choose how they use the payment, which might be to pay for fuel costs incurred in driving their student to school, to pay for public transport, or to support travel arrangements made with family or friends. Alternatively, payments may be used towards childcare for a younger sibling whilst driving the older sibling to school in the family car. These are merely examples; the decision on how best to use the payment will be the parents' and not the Local Authority's, but must be to enable the eligible student to travel to school.</i></p> <p>This is a new policy (Education Travel Payment Policy) that is being introduced from 1st September 2018 although direct payments have been used previously as an alternative to providing transport. In 2016/17, the number of parents that have had a direct payment/personal travel budget instead of transport is 6. This has resulted in a cost saving of £19,291.</p> <p><u>Implementation</u></p> <p>Direct payments may be offered where it is identified that it is a lower cost option. This relates to home to school travel for children without an Education, Health Care Plan (EHCP).</p> <p>A Personal Travel Budget may be offered to parent/carers for a child or young person who has an Education and Health Care Plan (EHCP) and is eligible under the revised criteria which is 'The child cannot reasonably be expected to walk to school because of their mobility</p>	<p>No change to policy but clarity provided on how it may impact children and young people.</p>

	<p>problems or because of associated health and safety concerns related to their SEN or disability”</p> <p>As per the proposed Education Travel Payments Policy): <i>Where there is an entitlement to travel assistance a payment will only be offered to parents if this is more cost effective than the Local Authority providing transport or where there are difficulties for the Local Authority in negotiating a suitable transport contract and there is no available public service route.</i></p> <p>The offer of a Personal Travel Budget does not affect other budgets relating to SEND provision.</p>	
2.b. The introduction of a behaviour policy with clear escalation and sanctions.	<p><u>General Comments</u> Feedback received from the consultation process has been mainly supportive of the introduction of this policy and the sanctions. However, the feedback has also highlighted that the policy could be clearer on how the policy should be applied to children and young people with SEND.</p> <p>Therefore, the policy will be reviewed and shared with the SEND Parent/Carer forum for comment. Their feedback will be documented.</p> <p><u>Implementation</u> This policy, subject to the review outlined in the General Comments above, will come into effect from 1st September 2018.</p>	Review of the policy and further consultation with the SEND Parent/Carer Forum
2.c. The introduction of travel support for young people who meet the normal criteria for post 16 and are aged 16-19 with an Education and Health Care Plan (EHCP) and continuing learners aged 19 – 25 with an Education and Health Care	<p><u>General Comments</u> This is a statutory duty which has been introduced since the last Home to School Transport Policy was approved (2013). The proposed policy reflects the council’s statutory duty to provide travel assistance ‘where it is necessary’ (Section 508F of the Education Act) and reflects what is currently being delivered by the Council to children or young people</p>	This has already been actioned

Plan.	with an EHCP. <u>Implementation</u> No additional action required.	
2.d. The introduction of Independent travel training to support independent travel and remove the need for travel assistance.	<p><u>General Comments</u></p> <p>The life skills that this training can deliver to children and young people are considered beneficial both to the individuals and the Council.</p> <p>The Council are also working in partnership with Cheshire Fire and Rescue Services to implement Road Safety Education programmes for children and young people, such as 'Let's Walk' and the 'Road Safety Roadshow'.</p> <p>'Let's Walk' is a child pedestrian training programme for Year 3 and Year 4 pupils whilst the 'Road Safety Roadshow' is a presentation, aimed at Year 11 pupils, exploring the circumstances leading to and consequences of a road traffic collision involving a group of young people. It is presented in partnership with Cheshire Fire and Rescue Service, Cheshire Police and the Health Authority.</p> <p>As well as these programmes, the Cheshire Fire and Rescue Services offer a day of road safety training for all Cheshire East Council schools aimed at key stage 2 and key stage 4 pupils.</p> <p><u>Implementation</u></p> <p>The Council is in the process of identifying and securing an Independent Travel Training provider. The Council's SEND team are identifying individuals who will benefit from the training and it is expected that 20-30 children or young people per year will receive the training. An initial cohort of 14 children/young people has been identified.</p> <p>Upon completion of the training and confirmation that it has been successful, parents/carers will be provided with at least 12 weeks notice of either a change to the type of travel assistance offered or the withdrawal of travel assistance, as appropriate.</p>	

Proposals	Response	Changes made as a result of consultation
3. Revisions to		
3.a. revisions to the criteria for determining the eligibility of pupils with special educational needs or disability to 'a child with severe, profound or multiple learning difficulty or disability which affects their ability to travel to school safely, accompanied where necessary.'	<p><u>General Comments</u></p> <p>In accordance with DfE guidelines, children will retain eligibility, as appropriate, on distance, unavailable walking route, or extended rights or SEND criteria. There is no automatic entitlement to travel assistance for a child or young person who has an Education and Health Care Plan (EHCP).</p> <p>Section 598B of the Education Act 1996 deals with the duty on Local Authorities to make such travel arrangements as they consider necessary to facilitate attendance at school for eligible children.</p> <p>The proposed criteria for children and young people with SEND includes two specific travel-related mobility eligibilities, which are:</p> <ul style="list-style-type: none"> a) severely restricted independent mobility; and b) lack of awareness of common danger and age appropriate independence skills. <p>The DfE requirements (As per Schedule 35 of The Act) are, disability is as defined in S.6 of EA 2010: a person has a disability if they have (a) a physical or mental impairment, and (b) that impairment has a substantial a long-term effect on the ability to carry out normal day-to-day activities. Therefore a chronic health condition may lead to eligibility under this definition.)</p> <p><u>Implementation</u></p> <p>This will continue as it is now, with each case being considered on an individual basis. New cases, with effective from 1st September 2018 will be assessed against the new criteria.</p>	<p>The SEND criteria will be revised in all policies to state:</p> <p>'The child cannot reasonably be expected to walk to school because of their mobility problems or because of associated health and safety concerns related to their SEN or disability'</p> <p>Phased implementation with any child with a learning disability being assessed.</p> <p>Children that are currently eligible will continue to receive assistance.</p>
3.b. Revisions to travel for pupils with special educational needs or disability	<p><u>General Comments</u></p> <p>The proposed policy brings children and young people with SEND in</p>	

provided to the nearest suitable school determined by the local authority, which may be different to parental preference and different to the school named in the education and health care plan.	<p>line with children who do not have SEND. Travel assistance from home to school will only be provided to the child's nearest suitable qualifying school. For children and young people with SEND, this is based on the nearest qualifying school to the child's home that can meet the child's SEND. If by parental choice a more distant school is attended, any travel arrangements shall remain the responsibility of the parent.</p> <p><u>Implementation</u> As suggested by the consultation, a phased implementation is proposed.</p> <p>All existing cases will continue to receive travel assistance until the child or young person completes full-time education. All applications to take effect from 1st September 2018 will have the new criteria applied. This would include, for example, transfers from current school provision and newly completed EHCPs.</p>	Phased implementation. Children that are currently eligible will continue to receive assistance subject to the status quo being maintained.
3.c. Revisions to the complaints and appeals policy to provide greater clarity	<p><u>General Comments</u> This is to assist all parties considering using, or involved in, the appeals and complaints process.</p> <p><u>Implementation</u> It is requested that this policy be approved to take effect from 1st April 2018 to enable timely implementation and application. This is because the eligibility criteria of the new policies will need to be applied to applications received from 1st April 2018 which will take effect from 1st September 2018 onwards.</p>	<p>New policy to aid clarity and transparency.</p> <p>Earlier implementation to provide clarity and transparency.</p>
3.d. Revisions to the definition of the nearest suitable school to include a school agreed under the fair access protocol.	<p><u>General Comments</u> Permanently excluded children receive free travel to the nearest suitable school, which includes a pupil referral unit provided the normal eligibility criteria e.g. distance is met. This applies from Day 6 of the exclusion and complies with DfE guidance. It also brings the policy in line with the eligibility criteria applicable to other, non-permanently excluded, children.</p>	

	<p><u>Implementation</u></p> <p>As suggested by the consultation, a phased implementation is proposed. However, it is unlikely that this will be required unless a child is permanently excluded within the last week of the 2017/18 academic year.</p>	Phased implementation.
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Themes from the consultation feedback not covered in the table above	Response	Changes made as a result of consultation
Do not implement changes / Extend the eligibility for free travel / Find budget cuts from elsewhere	<p><u>General Comments</u></p> <p>The Council is facing significant financial pressures and 2017/18 is proving to be a very challenging year for local authorities across the UK.</p> <p>Revenue budgets have come under increasing pressure due to the combined effects of rising inflation, increasing demand and this is compounded by continuing reductions in government funding. Care services in particular are experiencing rising caseloads and increasing complexity of care needs as well as rising costs from minimum wage requirements for care providers.</p> <p>In Cheshire East the number of residents receiving care and support from Adult Social Care is increasing by 4% year-on-year, and costs can range from very low needs up to individual packages costing over £4,000 per week, where a person has complex needs and nursing care is essential. In addition, over the last 12 months, the number of children and young people in care has increased by 17%. There have been similar levels of increase experienced both regionally and nationally.</p> <p>The Council has recently published its Pre-Budget Report setting out the challenges and proposals being considered to balance the budget over the next three years and address a funding shortfall of £42m over the next three years.</p> <p>The Council will always prioritise services for vulnerable people, despite the financial challenges. This means that other services must come under close scrutiny and deliver cost savings. The Council must explore different ways of working with residents and our partners and that we will require residents, where they are able, to make greater contributions to service costs.</p> <p>As a result of those challenges the Council must consider its statutory</p>	

	<p>duties and deliver those in the most cost effective way. Any level of service above the statutory level must be justified as, under revised funding arrangements where the Council will soon have no reliance on Government Grant, such additional services are being subsidised by residents and businesses in the Borough.</p> <p>There are over 48k children of compulsory school age (Oct 2017 census) within the borough and it is not feasible to extend free travel beyond that which is statutory.</p> <p>There are travel concessions and discounts available and stakeholders may benefit if these are promoted more widely.</p>	Wider promotion of concessions and discounts that are available
Fund schools to provide transport	<p><u>General Comments</u></p> <p>The Council has a statutory responsibility to provide home to school travel assistance for eligible children and young people.</p> <p>Some home to school travel assistance is delivered by the use of public buses, some of which are subsidised by the Council so as to ensure that residents have access to public transport that may not otherwise be commercially viable.</p> <p>Transport Service Solutions Limited (TSSL) has access to route planning software, procurement systems and expertise which may need to be replicated by multiple schools at a cost. The provision of home to school travel assistance by a third party (TSSL) enables an overview of travel provision, both public and private, and pupils from more than one school can be identified as being able to access the same travel service thereby creating synergies and cost efficiencies.</p> <p>There are instances where TSSL work directly with schools and colleges to arrange travel on the school or college's behalf.</p> <p>Similarly, TSSL are available to assist parents/carers and community groups by arranging travel on their behalf. In these cases, the customer</p>	Wider promotion of TSSL's services.

	will be liable for the cost of arranging the travel and the travel costs.	
Safety first, not cost savings	<p><u>General Comments</u></p> <p>Safety of children is considered in the statutory requirements and the Council will continue to meet its statutory duties. It is important to note that it remains the parent/carers responsibility to get their child/ren to school safely.</p>	
It will increase traffic/parking/environmental issues around schools	<p><u>General Comments</u></p> <p>As highlighted in the SMOTS introduction:</p> <p><i>Travel to schools within Cheshire East is a fundamental part of daily life but, all too often, we are reliant on the car, even for short journeys. Alternatives are available for many journeys, including walking, scooting, cycling, public transport and car sharing. We know that walking and cycling are good for our physical and mental health and Cheshire East is working to promote more physical activity, helping to create stronger, healthier and more vibrant communities.</i></p> <p>Other options may include purchasing a spare seat on a school bus or a ticket for a public bus.</p>	<p>Review of the cost of spare seats before 01/09/18.</p> <p>Possible increase in spare seat capacity, depending upon demand/cost.</p> <p>Consider more flexible payment options.</p>
Vulnerable people (SEND- children and parents) should be assessed on a case by case basis	<p><u>General Comments</u></p> <p>Eligibility, for SEND children will be assessed on an individual basis to identify their particular travel requirements.</p> <p>For children without SEND and for whom the eligibility, as appropriate, on distance, unavailable walking route, or extended rights does not apply may, if available, purchase a spare seat on school transport or access public transport.</p> <p>Other initiatives, details of which can be found in the SMOTS strategy, may be appropriate for home to school travel, such as cycling, scootering and walking buses, amongst others</p>	<p>Promotion of SMOTS related initiatives to be included in school travel plans.</p>

References to Mobility and Disability Allowances and the application of the policies	<p><u>General Comments</u> Following a recent legal case, in another borough, references to mobility vehicles and disability allowances being considered when assessing eligibility have been amended.</p> <p>Local authorities can ask the parents if they would be willing to use this vehicle to transport their child to school in exchange for a mileage allowance, or similar, but this cannot be enforced.</p>	Rewording of references to Mobility and Disability Allowances
How will the implementation be communicated?	<p><u>General Comments</u> Where travel arrangements are changed as a result of the implementation of the new suite of policies, parents/carers of children impacted by the change in policy will be informed by letter. The letter will detail the timescales applicable, other options available and how to appeal/complain. A minimum of 12 weeks notice will be applied when travel assistance is withdrawn.</p> <p><u>Implementation</u> In general, where a child is currently eligible for travel assistance that assistance will continue to at least the end of their current educational phase (primary/secondary). This phased approach to implementation may include offering a subsidy instead of arranging travel assistance.</p>	Phased implementation
Will you act on comments from the consultation?	<p><u>General Comments</u> As can be seen by the responses to the consultation, the Council has carefully considered the feedback provided and where appropriate to do so, has recommended changes.</p> <p>The Council is committed to open and transparent consultation and a summary report of the consultation feedback will be made available on the Council's website.</p>	
Consultation should be on a case by case basis	<p><u>General Comments</u> The Council is unable to consult individually as the policies are applicable to all school age children within the borough of which there</p>	

	<p>are over 48,000. There are currently 3802 pupils in receipt of home to school travel assistance which is 7.8% of the compulsory school age population.</p> <p>The Council have engaged with a wide range of stakeholders including highlighting the consultation and the proposed changes:</p> <ul style="list-style-type: none"> • via the schools bulletin requesting that the consultation be included in parental newsletters, • via email to all Headteachers and Chairs of Governors of schools within Cheshire East, • to the Parent Carers Forum, • to Foster Carers, • to Parish and Town Councils, • to Chester and Shrewsbury Dioceses and • other community groups, • via media briefings and on the Cheshire East Website and • through the Council's Twitter account. <p>A total of 184 completed responses were received together with 2 responses from Parish Councils.</p>	
School places and catchment areas	<p><u>General Comments</u></p> <p>Where the Council acts as is the Admissions Authority for a school, it is required to consult on the Admissions Arrangements every 7 years. A consultation was open until 11th January 2018.</p> <p>The proposal does not include a review of catchment areas however the Council may review catchment areas with maintained schools if it is considered beneficial to do so. It is important to note that Academies can change their Admission Arrangements to include pupils from areas that are outside of their historical catchment area. For Voluntary Aided schools, parish boundaries not catchment areas are used.</p> <p>The Council is the Admissions Authority for only 34% of primary and</p>	<p>Offer to review catchment areas if considered beneficial to do so.</p>

	<p>secondary schools in Cheshire East. Increasingly, as more schools become Academies, they become their own Admissions Authority. 41% of schools in the borough are Academies. The other 25% are Foundation, Free, Studio, Voluntary Aided schools and University Technical Colleges.</p> <p>The Council has a robust and transparent process for allocation of school places with 98% of pupils being allocated one of their preferences for the 2017/18 academic year.</p>	
Rural communities	<p><u>General Comments</u> Travel assistance for children living in rural communities will continue to be provided in line with statutory requirements where the route to the nearest suitable school is over statutory walking distance or is unavailable. The current and proposed policies, as per the statutory duties placed on local councils by the DfE, support rural communities by virtue of the distance criteria that is applicable. This is consistent and fair to those that do not live in a rural area.</p> <p>As per the proposal in 1a, a school by school review for the primary schools impacted by this proposal will be undertaken.</p>	A school by school review for the primary schools impacted by proposal 1a.
Support of alternative travel methods e.g. cycling and walking buses.	<p><u>General Comments</u> The Council is very keen to support the Sustainable Methods of Transport to Schools Strategy (SMOTS) which will be available for consultation in February 2018. It will encourage more sustainable travel to schools which will enable healthier and more active lifestyles for staff, students and parents, whilst also reducing congestion on local roads around schools with associated improvements in air quality and road safety.</p>	Support of SMOTS
Drivers and passenger assistants behaviour and training	<p><u>General Comments</u> The Council takes concerns about the behaviour of drivers and passenger assistants on school related travel very seriously. Incidents should be reported, in the first instance, to Transport Service Solutions</p>	The Council is strengthening its management of TSSL

	<p>Ltd (TSSL).</p> <p>Companies that provide specific school travel via TSSL are subject to regular checks and training. Complaints and reports of any irregularities are summarised to the Council as part of its contract management of TSSL. The Council is already seeking to strengthen the prevention, detection and investigation of unacceptable incidents.</p>	
More efficient use of current services	<p><u>General Comments</u></p> <p>The changes in policy are to support a more efficient use of the current services and include initiatives including, reviewing spare seat capacity and pricing, collection and drop off points, the contract tendering process and a review of the performance and governance arrangements of the contract that the Council has with TSSL. A business process review was completed in 2017 and the recommendations resulting from the review are being implemented, with the majority being completed before the new suite of policies are implemented.</p>	Implementation of recommendations from the Education Travel Business Process Review.
Offer easier capacity and payment methods for spare seats	<p><u>General Comments</u></p> <p>Where possible, spare seats will be offered for purchase by parents/carers. The cost of spare seats is being reviewed and any changes will be implemented to take effect from 1st September 2018.</p> <p>For the school by school review relating to proposal 1a, additional spare seat capacity may be created, dependent upon demand and cost.</p> <p>In addition, more flexible payment options are being considered.</p>	<p>Review of the cost of spare seats before 01/09/18.</p> <p>Possible increase in spare seat capacity, depending upon demand/cost.</p> <p>Consider more flexible payment options.</p>
Working parents and getting several children to school on time, safely, when one child is at a special school.	<p><u>General Comments</u></p> <p>The Council provides travel assistance for nearly 3802 pupils for up to 190 days a year. The Council acknowledges the challenges faced by working parents however; it also recognises the need to have transparent and equitable policies and therefore cannot positively</p>	Introduction of direct payments where this is the lowest cost option.

	<p>discriminate in favour of any one group of parents.</p> <p>Travel assistance for eligible children and young people will continue and this assistance may, if it is the lowest cost option, be made in the form of a direct payment which can increase the flexibility of travel options. The response to point 2a provides additional information.</p>	
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Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Linda Couchman, Interim Director of Operations, Adult Social Care
Subject/Title:	Better Care Fund – Agreement of Section 75 for 2018/19 - 19/20
Portfolio Holder:	Cllr. Janet Clowes, Adult Social Care and Integration

1. Report Summary

- 1.1. The report requests that Cabinet supports the Council to maintain and continue the current arrangements and enter into two new S75 Partnership Agreements from 1st April 2018 until 31st March 2019 with local health partners (namely NHS Eastern Cheshire CCG and NHS South Cheshire CCG) with the option to extend those agreements for a further period of one year, subject to there being a national requirement to operate the Better Care Fund as a Section 75 pooled budget agreement until 2020.

2. Recommendation

That Cabinet authorises:

- 2.1. The Executive Director of People in consultation with the Cabinet member for Adult Social Care and Integration to agree terms and enter into two S75 Agreements (Pooled Fund) one with NHS Eastern Cheshire CCG Clinical Commissioning Group (ECCG); and one with NHS South Cheshire Clinical Commissioning Group (SCCCG) for an initial period of one year (2018-19).
- 2.2. The Council to enter into a pooled budget(s) for 2018/19 that meet(s) the minimum required budget. In 2018/19 uplifts to all four funding sources mean that the revised Pool will be £31.331m. Disabled Facilities Grant is expected to be £1.89m, the minimum contributions from the Clinical Commissioning Groups are expected to be £11.104m from South CCG and £12.337m from East CCG and the Improved Better Care Fund allocation is £6.0m. Some examples of schemes included within BCF are shown in Appendix One.
- 2.3. The Executive Director of People in consultation with the Cabinet member for Adult Social Care and Integration to decide to extend the agreement for a period of one further year (2019/2020) and that the Council enter into

pooled budget(s) agreement for 2019/20, subject to there being a continuing national requirement to operate the Better Care Fund and Improved Better Care Fund as a Section 75 pooled budget agreement for that period.

- 2.4. The Better Care Fund Governance Group to continue oversight and responsibility for reviewing the delivery of the agreement.
- 2.5. Approves delegated authority to the Executive Director of People in consultation with the Cabinet member for Adult Social Care and Integration to make decisions and agreements on behalf of the Council in relation to the commissioning of schemes funded by the Better Care Fund.

3. Reasons for Recommendation

- 3.1. Today, people are living much longer, often with highly complex needs and multiple conditions. These needs require ongoing management from both health and care services, which combine both the medical and social models of care.
- 3.2. As our population ages and the financial pressures on the health and care system increase, we need to be better at providing proactive, preventative care in community settings, so that people can be supported to live at home for longer and avoid the need for commissioned health and care services (2017-19 Integration and Better Care Fund Policy Framework).

4. Other Options Considered

- 4.1. No other options have been considered. The S75 agreement is a statutory requirement.

5. Background

- 5.1. The Better Care Fund provides a mechanism for joint health and social care planning and commissioning, bringing together ring-fenced budgets from Clinical Commissioning Group allocations, the Disabled Facilities Grant and funding paid directly to local government for adult social care services – the Improved Better Care Fund. The Spring Budget 2017 announced an additional £2 billion to support adult social care in England. This money is included in the Improved Better Care Fund grant to local authorities and will be included in local Better Care Fund pooled funding and plans.
- 5.2. On 23rd February 2017 the Council approved the revenue budget for 2017/18. Subsequently, on 8th March, in the Spring Budget, the Chancellor announced additional funding for Adult Social Care (known as the Improved Better Care Fund [iBCF]) amounting to £2 billion nationally over a 3 year period. The allocation for 2017/18 for the Cheshire East Council is £4.69m; however this is subject to performance over the next two years.

- 5.3. One of the conditions attached to the Improved Better Care Fund grant is that it needs to be aligned with the Better Care Fund pooled budget through Section 75 of the NHS Act 2006 (S75).
- 5.4. Local Better Care Fund plans are subject to national conditions and guidance. Local plans are monitored through NHS England and there are strict timelines regarding submission of plans for both regional and national assurance of plans to take place.
- 5.5. National Conditions for 2017-19:

In 2017-19, NHS England required that Better Care Fund plans demonstrated how the area will meet the following national conditions:

- Plans to be jointly agreed
 - NHS contribution to adult social care is maintained in line with inflation
 - Agreement to invest in NHS commissioned out-of-hospital services, which may include 7 day services and adult social care
 - Managing Transfers of Care (*Delayed Transfers of Care*)
- 5.6. Detailed Implementation Plans were developed as part of the '*Delivering the Better Care Fund in Cheshire East 2017-19*,' which was fully assured by NHS England on 21st December 2017. The progress against the delivery of these plans will be shared and monitored by the Better Care Fund Governance Board and will also be presented to the Cheshire East Health and Wellbeing Board on a quarterly basis.

6. Wards Affected and Local Ward Members

- 6.1. All wards.

7. Implications of Recommendation

7.1. Policy Implications

7.1.1. By 2020, with greater focus on supporting independence and choice, the Cheshire East Council's Commissioning Three Year Plan will have delivered a wider range of preventative alternative services resulting in a significant reduced demand for traditional, hospital-based care and a fundamental drive to embedding personal self-care and patient choice. The Better Care Fund work streams will compliment this ensuring that schemes build on the strengths of communities and to keep people healthy and active for as long as possible. Where possible the Better Care Fund will seek to maximise new technologies, community based support, rehabilitation and supportive Extra Care housing to keep people out of high cost services for longer.

7.1.2. All partners within Cheshire East are committed to maximising the opportunities afforded via the Better Care Fund to further integrate health

and social care, to promote health and wellbeing and improve the health outcomes of the local population.

7.1.3. The Better Care Fund and Improved Better Care Fund will be used to target those areas identified as requiring immediate improvement to enable more people to remain independent and effectively cared for in the community, care in the community as an appropriate alternative to hospital admission and to support the timely discharge of anyone who is admitted to hospital with a focus on Home First. Our local plans are consistent with Integration and the Better Care Fund (*Local Government Association 2015*), the *NHS Five Year Forward View (NHS 2015)*, *Getting it Right First Time (The Kings Fund 2017)*, *Making Every Contact Count (Public Health England 2016)*, *General Practice Forward View (NHS 2016)*, *Primary Care Home (National Association of Primary Care 2017)* and the *Five Year Forward View for Mental Health*.

7.1.4. 'Delivering the Better Care Fund in Cheshire East, 2017-19' is aligned with our system-wide vision, objectives and principles related to the use of the Better Care Fund namely: Person centred, safe and sustainable integrated care.

7.2. Legal Implications

7.2.1. Under Section 75 of the National Health Service Act 2006, NHS bodies may enter into arrangements with local authorities in relation to NHS functions and the health functions of local authorities.

7.2.2. S141 of the Care Act 2014 provides for the Better Care Fund Pooled Funds to be held under and governed by an overarching s75 National Health Service Act 2006 Partnership Agreement.

7.2.3. The Council may therefore enter into an agreement with NHS Eastern Cheshire Clinical Commissioning Group and NHS South Cheshire Clinical Commissioning Group under S75 of the NHS Act 2006 or renew an existing agreement.

7.2.4. In 2016 Cheshire East Council entered into two separate section 75 agreements, one with each Clinical Commissioning Group operating within the Cheshire East Borough footprint. In accordance with those agreements (and the statutory requirement to hold Better Care Fund pooled funds under a section 75 agreement), the agreements operated for a period of one year with an option to renew. Albeit that the agreement as not formally extended it has continued to be operated by the parties for the whole two year period.

7.3. Financial Implications

7.3.1. In 2017/18, the minimum required pool at the outset of the year was £24.778m and consisted of Local Authority Capital funding (Disabled Facilities Grant) of £1.775m, NHS Eastern Cheshire Clinical

Commissioning Group funding of £12.107m, and NHS South Cheshire Clinical Commissioning Group funding of £10.897m. In his Autumn 2017 statement the Chancellor of the Exchequer increased Disabled Facilities Grant funding in 2017/18 for Cheshire East by £0.156m to £1.931m, meaning the revised pool is now £24.935m. When the Improved Better Care Fund allocation of £4.692m is added the total pooled fund is £29.627m. In 2018/19 uplifts to all four funding sources mean that the revised Pool will be £31.331m. Disabled Facilities Grant is expected to be £1.89m, the minimum contributions from the Clinical Commissioning Groups are expected to be £11.104m from South CCG and £12.337m from East CCG and the Improved Better Care Fund allocation is £6.0m. It is envisaged the majority of the Improved Better Care Fund will continue to be spent to sustain capacity, capability and and quality within the social care market place.

7.3.2. The Cheshire East local health and social care economy will work together to deliver the Better Care Fund arrangements for its population, seeking to support individuals health and wellbeing needs within the community setting, reduce non-elective admissions, avoiding hospital/residential nursing care where possible.

7.3.3. Following the agreement to continue to operate two S75 agreements within the Cheshire East area, the respective Clinical Commissioning Groups and Council are responsible for producing the pooled budget's accounts and audit in respect of those elements of the budget which they receive directly from government. This arrangement reduces the number of transactions across organisations and provides the opportunity for the pooled budgets to be aligned to the local health and social care transformation programmes.

7.3.4. The organisations host the budget in line with the agreed plans of all partners and the funding would be used explicitly for the agreed areas of spending identified in the, '*Delivering the Better Care Fund in Cheshire East 2017-19*' plan. The Council takes responsibility for the collation and consolidation of standardised financial and reporting information for the Cheshire East Health and Wellbeing board.

7.4. Equality Implications

7.4.1. The recommendations will most likely benefit over 65's and people living in disadvantaged areas more than other parts of the population.

7.5. Rural Community Implications

7.5.1. None.

7.6. Human Resources Implications

7.6.1. None. The Better Care Fund is managed and overseen by a full time Programme Manager.

7.7. Health and Wellbeing Implications

7.7.1. The recommendations will have a positive impact on populations experiencing the greatest inequities in health and social care, e.g. those aged 65 years and above, and those with lower incomes / living in disadvantaged areas.

7.8. Implications for Children and Young People

7.8.1. Although the implications for children and young people are limited in scope, the changes to Carers Services from April 2018 to become an 'all age' service will mean that young carers will now be supported by Better Care Funds, as well as those families who provide care for their children.

7.9. Overview and Scrutiny Committee Implications

7.9.1. Overview and Scrutiny are aware of the Better Care Fund plan and will be monitoring progress.

7.10. Other Implications (Please Specify)

7.10.1. The future of the Better Care Fund is subject to ongoing national review from March 2019. It is prudent to have a S75 place for 2018/19 with a further one year's extension, should the government decide to extend Better Care Fund for an additional year to 2020.

8. Risk Management

8.1. The Better Care Fund plan includes a detailed Risk Register and each operational lead is responsible for maintaining a monthly account of any emerging risks and relevant mitigations via the Better Care Fund Monthly Highlights Reporting procedure. The Better Care Fund Risk Register is monitored by the Better Care Fund Governance Group on a bi-monthly basis.

9. Access to Information

9.1. Delivering the Better Care Fund in Cheshire East 2017-19

Better Care Fund Letter of Approval. 21/12/17

Risk Register. 12/12/17

Better Care Fund Monthly Highlights Report. January. 11/01/18

Section 75 Agreements (Eastern Cheshire Clinical Commissioning Group and South Cheshire Clinical Commissioning Group) including schedules.

10. Contact Information

Contact details for this report are as follows:

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Appendix One – Schemes included within BCF

The following are some examples of the schemes which are included within BCF and IBCF.

1. Care Package retention of 7 days

Aim of scheme: Cheshire East Council have an agreement with extra care housing schemes and Dom care providers to pay a retainer to the care provider in order to keep the care provision open whilst the individual is absent for a period of time, e.g., in hospital. The retainer ensures that individual's existing care provider is kept available for a period of up to 7 days to resume the existing care package when the person is fit or ready to return home. If the person is in hospital this should facilitate a timelier/appropriate discharge.

2. The use of Live Well online information and advice resource (iBCF)

Aim of scheme: Cheshire East Council has embarked on a programme to deliver a new online resource to the public: Live Well Cheshire East. Both Clinical Commissioning Groups have expressed a desire to utilise this platform and expand the offer to create a community infrastructure that maps all existing assets for use of professional staff alongside members of the public

3. Assistive Technology

Aim of scheme: Reduce the demand on health and social care services over the longer term by ensuring access to assistive technology and telecare solutions to people with eligible needs to maintain independence in a community setting.

- Increase the independence of people living with long term conditions and complex care
- Support for carers to maintain their caring role.
- Improved access to the right service at the right time is the overall aim of this scheme.

4. Disabled Facilities Grants

Aim of scheme: The Disabled Facilities Grant (DFG) contributes to preventing non-elective admissions and DTOC in Cheshire East through the provision of adaptations that enable independence at home, and reduce falls and the risk of injury to disabled people and their carers. It is anticipated that 800 people will benefit from adaptations to their home over the period of the BCF plan.

5. Support at Home Service – (British Red Cross to provide practical and emotional support at home over 7 days)

Aim of scheme: The aim of the service is to provide short-term (up to 2-weeks) support over 7 days for individuals who are at risk of being admitted to hospital and for people who are being discharged from hospital in the Cheshire East area. This support should provide practical and emotional support for individuals to help them to regain their confidence, maintain their confidence and avoid any future crisis,

with a focus on enabling a person to become confident in self-management, or know how to access support and information, if required, to help them keep well.

Cabinet Report

Date of Meeting: 13 March 2018

Report Title: Strategic School Improvement Fund (SSIF) – Award of Grant

Portfolio Holder: Cllr Jos Saunders, Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1. Report Summary

- 1.1 The purpose of this report is to seek formal approval to receive external funding to the value of £638,452 as recently awarded to Cheshire East Council as the named lead in a successful Round 2 SSIF bidding process.
- 1.2 This successful bid is a significant grant award which focuses on improving pupil outcomes in 39 primary and secondary schools located across Cheshire East and Cheshire West and Chester. The specific focus of this bid is to improve outcomes for disadvantaged learners and maths – both areas have been identified by both Authorities as priority areas. As the named Lead Authority, this grant will be used to fund sector leads from across our schools and Teaching School Alliances to deliver school to school support in the 39 identified schools.
- 1.3 It is a strategic aim of the Council to improve outcomes for all young people especially those who are more vulnerable than their peers. This bid will contribute significantly to helping to close achievement gaps for learners and maximise their potential in terms of academic and personal outcomes.

2. Recommendation

2.1. That Cabinet:

- 2.1.1. Approve a supplementary revenue estimate, in accordance with the Council's Finance Procedure Rules, where services wish to undertake an activity not originally identified in the budget or incur additional revenue expenditure on an existing activity where this is fully funded.
- 2.1.2. Doing so will approve the receipt of the allocated DfE grant to the value of £638,452 into the Council accounts on behalf of both Cheshire East Council and Cheshire West & Chester Authorities & Teaching School Alliances.

3. Reasons for Recommendation

- 3.1. The Financial Procedure Rules (part of the Constitution) require Cabinet to approve a supplementary revenue estimate to increase the service budget (fully funded by grant) by more than £500,000.

4. Other Options Considered

- 4.1. An alternative option would be for another relevant educational body to receive this SSIF Grant funding on behalf of the 39 named schools. It was agreed by all leading institutions and supported by Cheshire West & Chester Council that Cheshire East Council should lead on this Round 2 bid due to the significant work undertaken by Cheshire East Council Officers to prepare and submit the bid.

5. Background

- 5.1 The £140 million Strategic School Improvement Fund is a grant to support primary, secondary, middle, all-through, alternative provision and special academies and maintained schools, and pupil referral units. It is intended to further build a school-led system, and aims to target resources at the schools most in need to improve school performance and pupil attainment; to help them use their resources most effectively, and to deliver more good school places.
- 5.2 The fund will support a broad range of school improvement activities including, but not limited to, improving leadership, governance, teaching methods and approaches, and financial health and efficiency. The fund will support medium-to long-term sustainable activities across groups of schools with a preference towards school-led provision, that is, support provided by schools, for schools.
- 5.3 Teaching schools, multi-academy trusts and local authorities can submit to the Department for Education applications for funding on behalf of the sector to address local improvement priorities across groups of schools. To ensure that support reaches those schools which need it most, and in the most effective way, we expect that, in shaping these applications, regional schools commissioners, multi-academy trusts, local authorities, the Teaching Schools Council, and diocesan representatives will work collaboratively with schools to bring together their local intelligence to identify shared improvement priorities.
- 5.4 The recently submitted Round 2 bid, whilst retaining a collaborative approach across Teaching Schools, Multi Academy Trusts and Cheshire West and Chester, was brokered and submitted as Cheshire East Authority as the named lead partner.

- 5.5 The overarching theme of this bid was targeted at improving outcomes for disadvantaged pupils (those eligible for Pupil Premium) who also have low maths outcomes and who have poor parental engagement/support. Both primary and secondary schools across the two Authorities were targeted using primarily 2016 school performance data.
- 5.6 In total, 39 schools would be supported through this bid – 20 Cheshire East schools and 19 from Cheshire West & Chester. Schools identified for support are identified through a structured SSIF eligibility criteria which provides a national consistency and ensures that those schools deemed as underperforming are in receipt of additional SSIF resources.
- 5.7 Other bids were submitted by other stakeholders in the West Midlands region but primarily, only two bids directly impacted on CE schools – our own CE led bid and one lead by Aspirer Teaching School Alliance (lead Ash Grove School in Macclesfield). Only 4 out of 15 bids were successful in the West Midland Region in Round 2 – two of these were heavily involving Cheshire East Schools.
- 5.8 The overall total of £638, 452 is broken down into specific costed areas – the majority of which is to cover costs of sector leads working closely with underperforming schools (£503,000).
- 5.9 The Council will have to follow rigorous monitoring arrangements relating to this DfE Grant which will be paid on a termly basis based upon evidence of impact against the action plan submitted as part of the bid. This will likely require sector leads to monitor their specific work in schools and the three programme leads to coordinate their responses and present these to the strategic steering group for the project. This evidence will also need to be submitted to SSIF regional leads as clear evidence of progress against agreed performance outcomes.

6 Implications of the Recommendations

6.1 Legal Implications

- 6.1.1 The Council will need to fully comply with the Conditions of Grant which are currently being finalised with DfE Officials and which will need to be approved and scrutinised by Financial Legal services. The current grant conditions relate to specific aspects of the bid costings – namely:
- a. Ensuring costs identified for system leaders offer value for money
 - b. Ensuring commissioned work from Achievement for All (AfA) is sufficiently evidence based.
 - c. Ensuring links to existing maths hubs is strong and sustainable

6.1.2 At this point of time, the DfE/SSIF team have not released the revised monitoring and quality assurance framework which will determine the evidence of progress of the programme. Once received, these will refer to the formal conditions of grant in that if progress is not at the expected rate, subsequent payments of grant could be withheld. We are currently aware that funding will be released on a termly basis over the four terms of the programme and is likely to be lagged funding – ie, the initial payment in Term 2 to cover cost occurred in Term 1.

6.2 Finance Implications

6.2.1 Sections 2.39 and 2.40 of the Financial Procedure Rules state that:

2.39 Where services wish to undertake an activity not originally identified in the budget or incur additional revenue expenditure on an existing activity where this is fully funded (for example through additional specific grant allocations), approval must be sought for a supplementary revenue estimate in accordance with paragraph 40 below. The Chief Operating Officer must be consulted to establish that the funding identified can be legitimately linked to the expenditure in question.

2.40 Approval limits for fully funded supplementary revenue estimates are as follows:

In excess of £500,000 up to and including £1,000,000 - Cabinet

6.2.2 The Conditions of Grant will require robust financial monitoring to ensure that allocated funding is being utilised to meet all identified criteria. Additional financial support will be needed to assist in this process which has been factored into the bid costs. Further details of this support need to be agreed with Finance.

6.2.3 It is expected that the funding will be received and spent during 2018/19.

6.3 Equality Implications

6.3.1 The identification of schools for this programme of work has been scrutinised locally and nationally to ensure it is being targeted at those schools which meet national criteria.

6.4 Human Resources Implications

6.4.1 Additional capacity will be required to successfully meet the grant conditions – any temporary appointments will be time related for the duration of the grant but in most cases, will be drawn from schools where specialist leads will be commissioned to undertake programmes of work in the targeted schools.

6.5 Risk Management Implications

- 6.5.1 A requirement of this SSIF bidding process is to show that the programme of work is cost effective, time specific, targets those schools in greatest need and adheres to a set programme of work. These factors will be rigorously monitored by DfE officials to ensure we are fully compliant to the grant conditions

6.6 Rural Communities Implications

- 6.6.1 There are no direct implications for rural communities although some rural schools are included within this SSIF bid

6.7 Implications for Children & Young People

- 6.7.1 There are significant implications for children and young people in that the core purpose of this bid is to improve outcomes for learners within the 39 named schools.

6.8 Public Health Implications

- 6.8.1 There are no direct implications for public health.

7 Ward Members Affected

- 7.1 The majority of Wards across the borough will be affected by the inclusion of 20 Cheshire East Schools within this programme of work.

8 Consultation & Engagement

- 8.1 Detailed engagement has taken place prior to this grant being awarded with those schools named within the bid and the various sector led providers who will provide specialist leaders to deliver the programme.

9 Access to Information

- 9.1 All SSIF programme information and processes are available via the following link

<https://www.gov.uk/guidance/strategic-school-improvement-fund>

10 Contact Information

10.1 Any questions relating to this report should be directed to the following officer:

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Cheshire East Council

Cabinet

Date of Meeting: 01 March 2018

Report of: Mark Palethorpe
Acting Executive Director – People

Subject/Title: Children's Home Commissioning

Portfolio Holder: Cllr Jos Saunders, Children and Families

1. Report Summary

1.1. Cabinet received a report on the 12th April 2016 and on the 18th October 2016 setting out the approach to the redesign of Children's Homes in the borough and the tender process to be followed. Cabinet agreed a timeline to put in place a wholly commissioned Children's Home service from 1 April 2017 comprising of :

- Home 1 (existing) with 3 beds within Macclesfield (Registered for Emotional and Behavioural Difficulties EBD)*
- Home 2 (existing) with 4 beds within Macclesfield (Registered for EBD)
- Home 3 (existing) with 3 beds within Crewe (Registered for EBD, Learning Disability and Physical Disability) *
- Home 4 & 5 (new) with 2 beds each within Crewe (to be Registered as EBD and the ability to utilise 1 bed in each home for emergency)

**The above homes have the option of providing one additional bed each and as such are registered as 4 bed units with Ofsted*

1.2. The purpose of this report is to gain approval to go back out to tender following a difficult mobilisation of the residential care contract from 1st April 2017 and the subsequent termination of the contract (apart from the 3 bed home in Crewe).

1.3 Children in care are our children and it is our role to ensure they are supported, nurtured and helped to be, and feel, safe, achieve their potential and grow into confident young people and adults. Ensuring our children can live and grow up in a safe and stable home is integral to ensuring their wellbeing and securing their positive development. Awarding the Children's

Home contract through an effective and timely tender process supports our commitments to children in care.

- 1.4 The commissioning of Children's Homes supports the strategic intentions and ambition for our children in care and demonstrates further evidence of the Council's passion and commitment to put children and particularly children in care at the heart of all that we do.
- 1.5 The Government has started to utilise the recommendations of Sir Martin Narey's independent review of residential care. The Narey report is positive in respect of the role and impact that good residential provision can have for cared for children. The approach adopted by Children's Services in developing our residential offer fits with the findings and recommendations of the Narey report.
- 1.6 The draft specification for our Children's Homes tender is attached at Appendix 1. The specification has been brought to life through the co-production with young people and their reflection on living in residential homes. The specification has received positive feedback in respect of the child focused content and format.

2 Recommendation

- 2.1 To go back to the market and other local authorities to re-commission up to five local residential Children's Homes.
- 2.2 To authorise the Acting Executive Director – People, in consultation with the Children and Families Portfolio Holder, to award the Children's Homes contract.
- 2.3 To instruct the Director of Legal Services to enter in to the contract with the successful bidder and any ancillary legal documentation required including the granting or taking of leases, underleases and licence agreements.

3 Reasons for Recommendation

- 3.1 The commissioning of residential care places at the best price available in the current market ensures that local placements are readily available and the Council is able to take more control of placement decisions rather than being at the mercy of a difficult market. It also ensures our cared for children have more chance of being placed local rather than at distance.
- 3.2 The delegation of award of contract will ensure:
 - i) An effective mobilisation of the service following award of contract. There are a range of important steps following contract award (ie TUPE / pension provision and sourcing of 2 new properties and their Ofsted registration as Children's Homes) that are critical in ensuring the stability of residential placements for cared for children living in the current Children's Homes. The sooner the additional accommodation capacity delivered through the contract is

established the sooner the Council will see the value for money aspects applied.

- ii) There is a seamless move from existing contractual arrangements that remain in place to the start of the new contract.
- iii) That commercially sensitive tender information is not recorded within a public meeting.

4 Background

- 4.1 The mobilisation of the new contract with Bettercare Keys from April 2017 encountered an unusual twist when only one part time member of staff from across the 13 staff of the two Children's Homes formerly run by Together Trust transferred across under TUPE. All Together Trust staff were offered alternative employment opportunities within the Trust which they accepted. This had a significant negative impact on mobilisation and quality of care, creating an unsettled home environment for our cared for children and a recruitment challenge for Bettercare Keys which they never overcame. At the start of the mobilisation of the new contract Bettercare Keys also had a change of ownership and senior executive officers which would have impacted upon delivery of the contract.
- 4.2 Bettercare Keys established two Children's Homes from 1st July 2017 but one quickly encountered quality of care concerns and the Local Authority decided to act swiftly and terminated the whole contract with Bettercare Keys (apart from the 3 bed home in Crewe which had remained relatively settled due to the staff group transferring from the Local Authority). If the recommendations contained in this report are approved then appropriate notice will be given on the existing contract with Bettercare Keys and the end of contract will align to the timetable to deliver via a new contract.
- 4.3 Establishing a commissioned model of residential care is still a priority. The North West Framework and spot purchase market continue to cater for national demand for places. It is becoming increasingly difficult to find a relatively local placement at the right time and at the right cost. We are having to place a higher proportion of our cared for children at distance than we would like. Putting in place a commissioned model allows a higher degree of control over placement choice and increases local provision.
- 4.4 It is important that we are successful with this commission and take advantage of the change in staff complement / cared for children in residence now compared to the previous mobilisation. The significant impact on mobilisation and quality of care experienced due to TUPE issues last year should not be a risk factor for the proposed re-commission due to having only one Children's Home currently operating.

4.5 Through effective market engagement and testing we will get under the skin of prospective suppliers in terms of ethos and sustainable quality of care, ensuring:

- We commission a supplier that has a shared value of children being at the heart of all we do especially when it comes to placement decisions. We will build on our new and successful Resource Allocation Panel by inviting the commissioned service supplier(s) to sit on the panel. This should ensure the supplier(s) is invested in making the right placement at the right time and ensuring our harder to place children access the commissioned model rather than the external agency market at high cost. Many examples are apparent across the North West where in-house or commissioned services are put in place at a fairly high cost yet the harder to place still go to high cost external agency placements, a lose / lose that needs to be avoided.
- We explore the potential of splitting the specification into two geographical lots and will also provide the opportunity to gauge the appetite of other local authorities bidding and any new / smaller companies that may bring a fresh outlook on what has become a very traditional market.
- A budget envelope is set at a level that provides value for money whilst being reflective of the current market conditions
- That apart from the 3 bed Crewe home which continues to operate and has benefited from the consistency of staff that transferred across from Cheshire East Council on 1st April 2017, the rest of the commissioned service will provide the opportunity to grow a new staff team alongside new children placed.

4.6 Children's Services currently have properties on hold and earmarked for our local Children's Home commissioned model. These properties have catered for 3 or 4 children in the past. Through market testing and cost comparison, consideration will be given to a two bed model that utilises the layout of the properties to establish break out space. This should ensure the chance of matching two harder to place children is maximised thereby providing more costs effectiveness to the model of delivery.

4.7 The specification for our Children's Home services has been compiled with input from children and young people. This aspect of co-production is important if we are to follow through with our commitment to build services that are in line with the wishes and views of children that will actually live in the homes. The evaluation of the bidders for this service will also include a children and young people panel. The draft specification for services is attached at Appendix 1. This will be subject to change following market engagement.

4.8 A summary of the indicative procurement timeline is as follows:

Stage	Date(s)/time
Issue OJEU notice	16/04/2018
Issue of Invitation to Tender	23/04/2018
Deadline for queries and clarifications relating to Invitations to Tender	18/05/2018
Submission of Tenders	25/05/2018
Evaluation of Tenders	04/06/18 – 08/06/2018
Tenderer interviews/clarification meetings	w/c 18/06/2018
Notification of result of evaluation	25/06/2018
Standstill period	26/06/2018 – 09/07/2018
Expected date of award of Contract(s)	10/07/2018
Mobilisation (including TUPE, recruitment of Registered Managers and staff team, Ofsted registration etc)	11/07/2018 – 30/11/2018
Contract commencement	01/12/2018

5 Wards Affected and Local Ward Members

5.1 The three existing properties earmarked for Children's Homes are in Macclesfield and Crewe. The two new two bed Children's Homes are planned to be opened in the Crewe area but until properties are actually sourced this cannot be confirmed and therefore this increase in residential capacity has the potential to affect all areas of Cheshire East.

6 Implications of Recommendation

6.1 Policy Implications

6.1.1 The tender process will put care for children at the centre of Council policy and decision making. The invitation to tender will be undertaken with clear reference

to the Children and Young People's Plan, Corporate Parenting Strategy and Sufficiency Statement.

6.2 Legal Implications

6.2.1 These proposals support the Local Authority's statutory duties around achieving sufficient local accommodation for children in care.

6.2.2 The procurement process is being undertaken in accordance with the Public Contracts Regulations 2015 and the Council's own Contract Procedure Rules. There is active ongoing involvement to support the wide ranging legal implications of these proposals.

6.3 Financial Implications

6.3.1 The value of the contract over a five year period will be dependent on the final decision on the configuration of the model to be commissioned ie number of beds per Children's home and the overall number of beds to be commissioned. This will be influenced by further internal analysis and market testing. Based on 14 beds being commissioned, the value of the contract over a five year period is estimated to be between £11.6m and £12.4m.

6.3.2 The overall aim is to reduce the pressure on the children's social care placements budget through better value placements. The budget forms part of Children's Social Care Service within the People Directorate.

6.3.3 The invitation to tender will ensure that the best value for money solution is put in place. This will focus on the most effective blend of internal / external provision for the varying number and needs of cared for children. The final financial implications will only be evident when the tender is complete and comparison to the reduced use of the external agency market is clear.

6.4 Equality Implications

6.4.1 None at this stage.

6.5 Rural Community Implications

6.5.1 None identified at this stage.

6.6 Human Resources Implications

6.6.1 Consultation and effective communication with the staff at the current three bed Children's Home in Crewe via Bettercare Keys.

6.7 Public Health Implications

- 6.7.1 Cared for children are more at risk of health inequalities than their peers. The proposals are expected to improve the awareness and response in respect of these health needs.

6.8 Implications for Children and Young People

- 6.8.1 Children in care will have an increased ability to live closer to their family, friends and local communities. The new design of commissioned Children's Homes will ensure a range in size of home which will provide a better match to the varying needs of our children and an improved fit with the size / layout of the accommodation. The ability to link more of our cared for children to the range of internal support provided by Children's Social Care will also support the quality of care they receive and ultimately the stability of placement.

6.9 Other Implications

- 6.9.1 None

7 Risk Management

- 7.1 Cared for children are a vulnerable group that are at risk of a number of factors – poor education and training, health, safeguarding and transition into adulthood. The design of an effective residential offer will aim to mitigate these risks to our children.
- 7.2 Individual elements of the tender for a wholly commissioned service will provide risks surrounding reputation (ie location of Children's Homes) and finance.

8 Access to Information/Bibliography

- 8.1 The legislation and key statutory documents in relation to cared for children and care leavers are set out in this paper.

9 Contact Information

Contact details for this report are as follows:-

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Service specification for Care Service to Children in Residential Homes



Part 1

Introduction

Cheshire East Borough Council Children and Families Department has an exciting opportunity for a Supplier of residential children's care to support the Council with its continuing journey to improving outcomes for our cared for children and young people.

The Council is seeking a Supplier, for the care and support to our cared for children and young people within residential settings. This service will provide care to five separate homes within the Borough of Cheshire East, with two of the homes currently within the Macclesfield locality, a further home is based within Crewe. It's the Council's intention to establish two further homes within the Crewe area. The accommodation for the three existing Children's Homes will be provided by Cheshire East Council and leased to the successful Supplier following a re-tender exercise. The two new two bed properties in the Crewe area will need to be sourced and managed by the successful Supplier.

The composition of the five homes will be as follows:

- Home 1 (existing) with 3 beds within Macclesfield (Registered for EBD)*
- Home 2 (existing) with 4 beds within Macclesfield (Registered for EBD)
- Home 3 (existing) with 3 beds within Crewe (Registered for EBD, LD and Physical Disability) *
- Home 4 & 5 (new) with 2 beds each within Crewe (to be Registered as EBD and the ability to utilise 1 bed in each home for emergency)

**The above homes have the option of providing one additional bed each and as such are registered as 4 bed units with Ofsted*

The additional two homes in Crewe will be within close proximity to each other. The care and support within these homes will work closely and in conjunction with the CEC Social Care, CEC therapeutic services and/or other Cheshire East based partner agencies to provide intensive support to the child/young person. This wrap around support will be formalised via a Service Level Agreement with the successful supplier.



Cheshire East Context

Cheshire East local authority encompasses the major towns of Crewe and Macclesfield and a number of smaller towns including Wilmslow, Congleton, Sandbach and Nantwich. The population is around 363,800. Ambition for All – Cheshire East Community Strategy 2010 - 2025 describes the area as being relatively prosperous and a good place to live with 85% of residents saying they are satisfied with their local area. Employment rates are high and residents' earnings are around 9% higher than the national UK average. Despite the relative affluence of the local authority

area, around 6% of neighbourhoods fall into the top 20% most deprived in England (Indices of Multiple Deprivation). Nine out of the fourteen lower super output areas are in Crewe with others located in the towns of Macclesfield, Congleton and Wilmslow. A total of 22,700 people live in these areas including 6,500 children and young people.

There are 42,500 households with 83,200 children aged (0-19 years) of these 44,000 young people aged between 11 and 19 living in the borough. Young people's educational attainment is generally good; the number of young people achieving 5 or more GCSEs grades A*-C including English and Maths is consistently above national averages. The majority of young people make successful transitions from school into college, work or training and the numbers of young people that are NEET have been lower than regional and national averages over the past few years.

Cheshire East Cared for Children

As at June 2016 there are 400 children and young people who are cared for with around 10% placed in residential children's homes. There are 268 children and young people subject to a child protection plan and 1133 children in need.

The Council Corporate Plan

The Council will work towards this 4 Year Plan (2016 to 2020) that focuses on:

- **Communities** – helping residents to help themselves and each other. Supporting volunteering and minimising antisocial behaviour.
- **Economy** – encouraging and supporting businesses to create high employment and opportunities for all.
- **Education** – supporting residents early to provide a great start in life.
- **Environment** – helping energy saving initiatives and making sure our green spaces make Cheshire East a great place to live.
- **Health** – safeguarding the vulnerable and providing appropriate care that helps people live well and for longer.



Further information can be found by following the link:

http://www.cheshireeast.gov.uk/council_and_democracy/your_council/council_finance_and_governance/cheshire_east_budget/cheshire_east_budget.aspx

Putting Children and Young People First

Cheshire East Council Children and Families Department are committed to shaping our services with the voice of the child embedded within all our practices and services, as such has developed the following strategies and plans to support and continue to develop this ethos.

Children and young people's plan



The new children and young people plan for 2015-18 has been agreed. The priorities for the new plan are to ensure:

The CYP Plan Priorities are:

1. Embedding listening to and acting on the voice of children and young people throughout services (same as having a voice)
2. Ensuring frontline practice is consistently good, effective and outcome focused (feeds into feel and be safe)
3. Improving senior management oversight of the impact of services on children and young people
4. Ensuring the partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East (feeds into feel and be safe)



Further information can be found from:

http://www.cheshireeast.gov.uk/children_and_families/childrens_trust/childrens_trust.aspx

Corporate Parenting Strategy 2015 to 2017

This strategy is informed by cared for children and care leavers. The outcomes and priorities identified are those which our cared for children and care leavers have said they feel will make the greatest difference to their lives.

The Corporate Parenting Guide can be found at:

http://www.cheshireeast.gov.uk/schools/school_governors/cared_for_children_-_governors.aspx

'The Pledge' and the 'Care Leavers Charter' set out the promises that Cheshire East has made to cared for children and care leavers based on what they have told us is important to them.



The new pledge
(scroll version).pdf



Charter for Care
Leavers Oct13.pdf

Participation Strategy

We want Cheshire East to be a great place to grow up and all children and young people to have a great childhood. We know from our work to develop the Children and Young People's Plan that children and young people in Cheshire East are keen to be involved in considering the important social issues affecting them and their community and offering solutions, and we are passionate about the improvements that can be made when they get involved in decision making and community life.

Through this strategy we aim to raise the profile and benefits of participation, to introduce a common and consistent approach and give all our young citizens the inspiration and confidence to get involved.

The views of young people who currently live in our children's homes have been included in this specification.

The Participation Strategy can be found by following at:

http://www.cheshireeast.gov.uk/children_and_families/childrens_trust/childrens_trust.aspx

The National Context

At the time of writing, the Government has started to utilise the recommendations of Sir Martin Narey's review of residential child-care. Recent government strategies 'Putting Children First' and 'Keep on Caring' place great emphasis on cared for children experiencing stability and feeling safe and secure and also supporting young people from care to independence. The Local Authority will expect that the successful supplier of our five

Children's Homes will participate fully in the innovation programme surrounding 'Staying Close'. Generally we would expect that the successful bidder and Cheshire East Council will work together to ensure that any significant strategies / legislative changes are included in the development of the service.



The functions of Local Authorities in relation to Children who are looked after by them are set out in the Children Act 1989 as principally amended by the Children (Leaving Care) Act 2000, the Adoption and Children Act 2002, and the Children and Young Person Act 2008, and the associated regulations and guidance in relation to those functions.

Local Authorities have statutory duties in relation to the protection, accommodation and care of Children, which are that:

Every Council shall provide accommodation for any Child in need within their area who appears to them to require accommodation as a result of: -

- there being no person who has parental responsibility for him;
- him being lost or having been abandoned; or
- the person who has been caring for him being prevented (whether or not permanently, and for whatever reason) from providing suitable accommodation or care.

The Children's Home (England) Regulations 2015 are underpinned by a set of key principles, which are:

Children in Residential Care should be loved, happy, healthy, safe from harm and able to develop, thrive and fulfil their potential.

Residential Care should value and nurture each Child as an individual with talents, strengths and capabilities that can develop over time.

Residential Care should nurture positive relationships, encouraging strong bonds between Children and Staff in the Home on the basis of jointly undertaken activities, shared daily life, domestic and non-domestic routines and established boundaries of acceptable behaviour.

Residential Care should be ambitious, nurturing Children's school learning and out-of-school learning and their ambitions for their future.

Residential Care should be attentive to Children's needs, supporting emotional, mental and physical health needs, including repairing earlier damage to self-esteem and encouraging friendships.

Residential Care should be outward-facing, working with the wider system of Professionals for each Child, and with Children's families and communities of origin to sustain links and understand past problems.

Residential Care should have high expectations of Staff as committed members of a team, as decision makers and as activity leaders. In support of this, Children's Homes should ensure all staff are engaged in on-going learning about their role and the children and families they work with.



Residential Care should provide a safe and stimulating environment in high quality buildings, with spaces that support nurture and allow privacy as well as common spaces and spaces to be active.

The Children's Home (England) Regulations 2015 set out nine standards ("the Quality Standards") that must be met by the supplier of Cheshire East Children's Homes. The Quality Standards describe outcomes that each Child must be supported to achieve while living in a Children's Home and are:

- The quality and purpose of care standard
- The children's wishes and feelings standard
- The education and learning standard
- The enjoyment and achievement standard
- The health and well-being standard
- The positive relationships standard
- The protection of children standard
- The leadership and management standard
- The care planning standard

Guidance and Regulations

The Service is expected to be provided in line with the following Statutory Policies, Guidance and Frameworks (this list is indicative for guidance only and is not exhaustive and subject to change)

Children Homes (England) Regulations 2015
Care Standards Act 2000
Health and Social Care Act 2012
The Children Act 1989 amended 2004
Children and Families Act 2014
Human Rights Act 1998
Working Together to Safeguard Children 2015
UN Convention on the Rights of the Child (Article 12)
Health and Safety at Work Act
Equality Act 2010 amended (2016)
Data Protection
Freedom of Information legislation

towards continuous improvement.

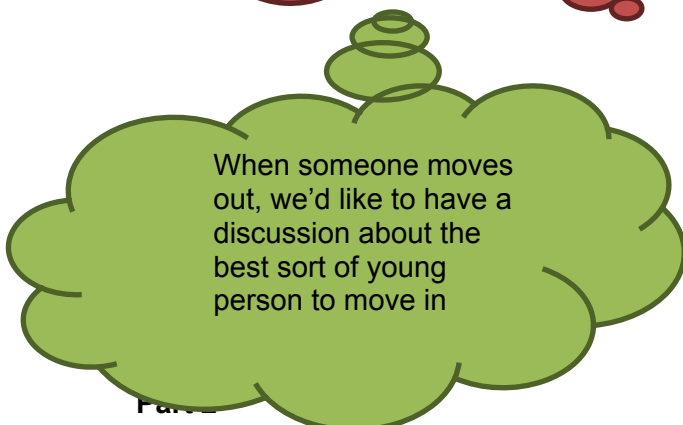
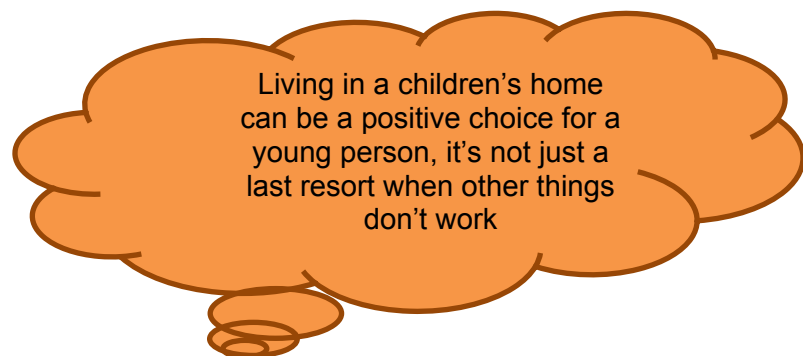
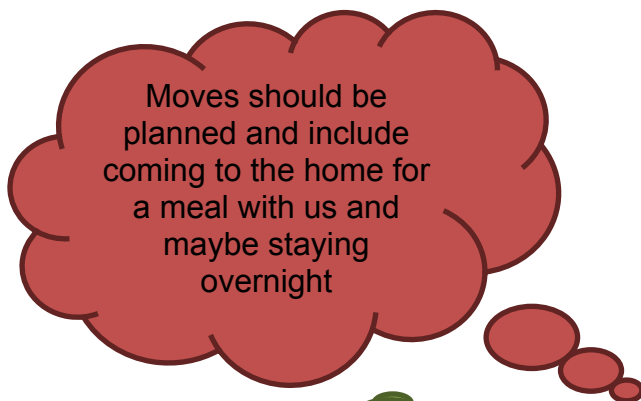
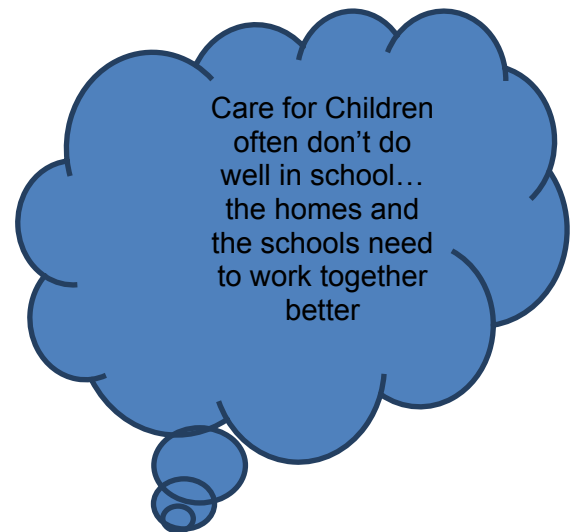
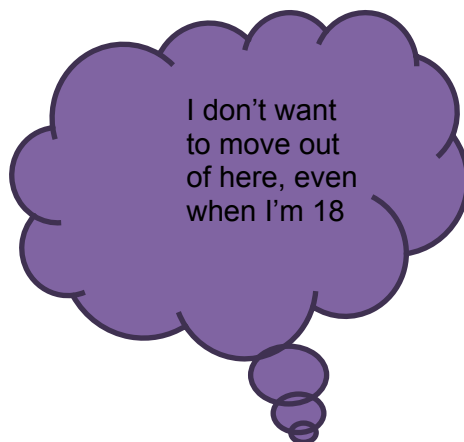
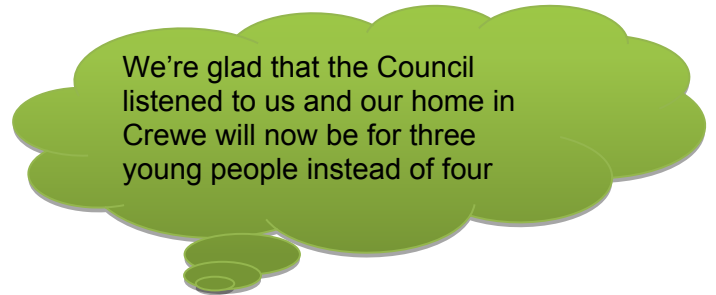
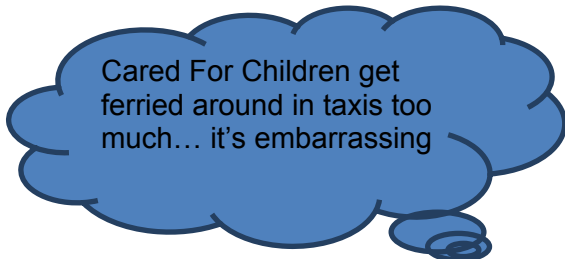


The Supplier shall work together with the Council to ensure compliance with the above, ensure monitoring of standards; and work

What our cared for children tell us about living in residential care

It is important that the successful supplier takes account of the current views of our children and young people when shaping the service from April 2017 and also continues to develop services in line with their views and aspirations.

Whilst generating this specification we met with a small group of our children in residential care and they provided the following feedback:



The Service

The children who use our Residential Service will have experienced multiple rejections and exclusion in their lives. They will all have experienced significant abuse and harm at various levels and, as a result, most will display behaviours which will test the boundaries of others. As such the Supplier must have the experience and knowledge to adapt to the challenges of providing a service that strives to gain the best outcome for the cared for children and young people within the home/s.

The service will need to meet the Children Homes (England) Regulations 2015 and its obligations to the regulator Ofsted. However, the Council is seeking a Supplier who will strive to exceed these standards providing a service that can be flexible, innovative to ensure that it meets the needs of the child/ young person placed within the home.

As the Supplier you will be acting as the Corporate Parent for all the children and young people placed within the five homes, as such the Council will expect the service to have a culture that is centred on the child/young person, their development and personal interests. As a 'parent' you will listen and hear what the child/young person is telling you, support their personal interests by using your knowledge and skills to guide and support them to develop to their best potential. This child centred approach could include for example; staff attendance at a school assembly, sporting and/or other activity/event where the child is participating or supporting them to access a hobby or interest.

All of the homes must provide accommodation, care and support for 365 days of the year, 24 hours a day. The homes are spread across the borough and will have a range of young people in residence with an individual needs and behaviours.

An appropriate level of prevention and intervention is expected using appropriate tools for each young person, taking into account their personal and individual needs and historical background.

The service must have a strong ethos, culture and high expectations regarding education, training and employment working positively with the young people to access opportunities that support them to develop and reach their full potential and personal aspirations in all areas of their life.

Each young person privacy and confidentiality should be respected where appropriate; such as staff knocking on the child/young person's bedroom door and gaining permission before entering the room.

To provide children and young people with the opportunity to enjoy growing up in Cheshire East and having an enjoyable childhood.

The Service must be:

Reliable - Children/Young People need to be able to depend on the Service. The Service shall be delivered as specified and not changed or discontinued without the written agreement of the Council. It must be a robust service which is able to withstand the demands made upon it.

Flexible - The Service shall be capable of responding to the individual Children/Young Person and their changing needs, recognising that provision may need to be adapted to meet a range of complex needs.

Sufficient - The Service shall be sufficient to enable the Children/Young People to live an ordinary and fulfilling life and be part of an overall network of support.

Co-ordinated - Services should be co-ordinated and adopt a multi-agency approach.

Placement Matching and Referrals to the Service

Referrals and admissions will be negotiated between the Supplier and the Cheshire East Service Manager with responsibility for oversight of the project. Following the receipt of appropriate referral information, the Supplier will complete an impact risk assessment to show how matching to the other young people in placement will be addressed and managed. Admissions will be managed in such a way as to ensure that placement stability and sensible levels of occupancy are maintained.

It is expected that as now, the three and four bedded homes will only accept planned admissions whilst the two bedded homes will be registered to accept emergency placements.

Services we expect for our children and young people

For the duration of the accommodation for all children and young people accommodated within the home/s must be provided with 24 hour care, support and accommodation. This must be within a safe environment that is tailored to the individual needs of the child/young person.

Each child/young person placed within the home must also be provided with the following items, subject to emerging needs of the individual child/young person.

All day to day clothing, general sport clothing and school uniforms

Any replacement specialised clothing requirements

Equipment and Resources

Individual sport and/or hobby equipment should be made available within reason e.g. tennis racket, football, books.

The child/young person should be encouraged and supported to access activities for example; dancing, drama, brownies.

The child/young person should have access to a computer that is linked to the internet, to support homework/education purposes. Appropriate safeguards and ICT controls are required to the internet browsers. The computer should be located in a quiet place.

Glasses and Contact Lenses

Glasses and/or contact lenses will be supplied subject to the required needs of the child/young person as prescribed by an optician.

Toiletries and Cosmetics

All toiletries and cosmetics, including skin and hair care products are to be provided; this includes specialised products according to heritage needs.

Regular hair maintenance including hair cuts

Religious and Heritage

Resources and equipment that develop the child/young person with their individual talents and life chances.

Day school outings and visits should be supported, alongside school books and learning equipment.

Pocket Money

Each young person will have an individual weekly allowance which is reviewed on a regular basis. This should be no less than the Council recommended amounts.

Where the young people have a mobile telephone this should be funded from any pocket money allowance.

Each young person must have a bank account in their own name or be supported to open an account.

Birthdays, Festivals and Gifts

Each child and young person will have an allocated amount and these rates will be recommended by the Council.
The Supplier will ensure that each child and young person is involved in the decisions around the gifts, birthdays or festivals.....
Telephone calls
Young people should be able to access a telephone to call family members as agreed with the Council. Telephone calls to friends should be allowed within reason.
Access to a telephone for the young person to call professional and other services should be unrestricted including to Childline and Ofsted.

Accommodation

The Supplier will ensure that the home maintained and kept in a clean and presentable order this includes the exterior and gardens. The Supplier is expected to ensure that all utility and council tax bills are paid in full quarterly and all required insurances for the properties are obtained and renewed annually.

Transport

The Supplier will be required to transport young people to school, to/from contact meetings, school/educational events and/or hobbies/activities.

The Supplier must ensure that the staff and vehicle used meet with the legal national requirements including:

- The Driver (staff member) must have a valid driving licence
- The Driver (staff member) must have valid Business Insurance
- The vehicle must be taxed, have a valid MOT and required insurances as stated above.

Education, Training and Employment

The Supplier will allocate a member of staff to each young person, who will liaise and work with schools to ensure that the young person is supported to integrate within the education community. This staff member must take an interest in the young person's school work, school activity and homework. Where the young person is experiencing difficulties in attending school and/or meeting the requirements with additional study/homework the allocated worker will work with the school and the young person to address these issues.

Each young person will be encouraged to be fully involved within their education planning including their Personal Education Plan (PEP) and their annual review and any transition plan. A copy of the PEP should be kept within the young person file.

The Supplier will be expected to monitor the school attendance of the young people within the home. Where there is an identified frequent and/or persistent absence they will notify the social worker of these concerns.

Where young people are at risk of exclusion and/or those with poor attendance shall be actively supported to remain in education/training.

The Supplier will work in partnership with the Council, Virtual Schools team and young person to access alternative provision that allows them to reach their full potential. However, the Supplier will continue to work diligently with the young person to return to school at the earliest opportunity

Where English is not the first language, the young person will be supported to access services that allow them to learn English as an additional language. The Supplier should seek links with groups that allow the young person to retain and develop their first language outside of the home.

Care Plans

Every child/young person placed within the home the Council will provide an up to date Care Plan, this will include Outcomes that the Supplier should endeavour to support the child/young person to work towards and develop.

Any alterations to the Care Plan should be after consultation and agreement of the Council, the care Plan must not be changed without the Council permission.

The Supplier must ensure that every child/young person has a copy of their Care Plan, which is available to them in a format suitable to their needs.

The successful Supplier will be instrumental into working with children and young people placed within the home(s) that will encourage and support children and young people remaining within a successful permanent family environment placement. .

Placement Plans

Every child/young person will have a Placement Plan that is up to date and continually reviewed. Where possible it should be coproduced with the child/young person and include all actions required by other agencies

Service Availability

The service must be available 365 days/24 hours per day, and staffed appropriately with trained and vetted staff members.

Preparation for Adulthood

Offer individual programmes that prepare the young person for independent living and adulthood, and develop their life skills and abilities e.g. budget management, meal preparation.

Staff should encourage and support activities such as gaining work experience and building C.V's to prepare those young people who aim to seek employment on leaving education.

Assist the young person's search for suitable jobs and access further training/education. Support should be offered for preparing for interviews and writing applications.

Young people should be encouraged to manage their own finances and ensure that as much freedom is given in making decisions about spending pocket money, allowance and earnings. This will include assisting the young person set up bank and saving accounts.

Each young person will be supported in conjunction with the Council to source suitable accommodation when they leave care.

Emotional Health and Wellbeing

The Supplier will be expected to respect the differences of the young people including their ethnicity, gender, language, religious beliefs, sexual orientation and cultural heritage, and support the development of positive identity.

Service planning and delivery must include varied and appropriate activities which help achieve the best outcomes for each individual young person.

Each young person will be supported to identify activities and resources of a diverse range including leisure activities and out of school provisions that are available outside of the home.

Each home should have a range of newspapers, magazines, toys, games and music available for the young people to use, having regard for their own interests and wishes.

The Supplier will ensure that all children within the home are registered with a local GP, dentist, optician and any other relevant health service. Children must be encouraged to attend routine health checks.

Children and young people will be supported with activities that promote and support mental health, providing the young people with coping strategies and skills to manage their emotions and build resilience.

The staff must be competent and skilled to be aware of the early signs of smoking, alcohol and substance misuse. As such take timely action to address these risk taking behaviours.

Children and young people must be supported to understand healthy relationships, sexual health, sexual relationships, sexually transmitted infections and unplanned pregnancy this should be tailored to the child's age and understanding.

Healthy eating and activity should be encouraged and the staff should be able to identify the early signs of eating disorders.

Cheshire East has a Children and Families Support Team that works to promote and support the emotional and mental health needs of Cared For Children which includes an embedded CAMHS worker; we expect that there will be a close working relationship between this service and the homes to ensure that the mental health needs of our young people are appropriately addressed. Where necessary, this will also include working alongside Cheshire East CAMHS more directly.

Contact with Relatives and Friends

Practical support shall be provided to the young person to assist them with contact to maintain meaningful relationships with parents, carers, family members and where appropriate friends. Staff within the home should room where the young person may have contact and meet in private with relatives.

Contact arrangements between the young person and their family should not be restricted unless by written agreement of the Council or Courts.

Where contact arrangements are to be supervised within Children/Family Centres the Supplier will be expected to transport the child/young person to and from the meeting.

Discipline and Behaviour Management

Cared for Children may encounter difficulties in their developmental cycle which will require sensitive and responsive services to address their needs. Often such children will display difficult, risk taking and challenging behaviours that may include violence or aggression.

- Many of our children initially use challenging behaviour as a mean of communication.
- Many of our children do not have an ability to understand the cause and effect of challenging behaviour/s on others.

Any display of violent and aggressive behaviour should not be seen in isolation, but in the context of the child or young person's life, it is expected that the Supplier use a 'child-centred' approach that is consistently applied.

The Supplier should encourage children and young people to present themselves positively in all social settings both inside and outside of the home. The home should have an ethos that is inclusive that tackles bullying and discrimination with a zero tolerance approach; this includes children, staff and/or visitors to the home.

Rules and permissions shall be decided on an individual basis taking into account the age of the child, risk factors and behaviours. However these should be set to allow children/young people to progressively develop their independence in a safe and informed manner.

Staff should work with other partners, professionals and services to give guidance and support to the child/young person to reduce and/or prevent offending behaviour and its consequences.

The home/s should have suitable policies and procedures in place for Behaviour and Risk Management, for de-escalation strategies and especially where 'physical intervention' has been implemented.

Record keeping and the monitoring of disciplinary measures to monitor compliance with policies and procedures is essential to identifying patterns of incidents leading to disciplinary and/or physical intervention. These records will be regularly reviewed with the Supplier to ensure that the support and or changes to the care planning for the individual child/young person are adjusted and implemented.

Youth Offending and Anti-Social Behaviours

Criminalisation of cared for young people is something that the Council is committed to reducing. Recognising behaviours and patterns where the young person is displaying risk taking activities should be actively managed and discouraged. The Supplier will work cohesively with the Council and Police to actively manage any young person's behaviours that could potentially become a criminal offence.

The Council has a 10 point checklist (Appendix A) that must be completed by the Supplier and circulated to the child or young persons Social Worker and Youth Offending Team where an offending incident occurs within a Children's Home. This is specifically targeted at children and young people over the age of 10 years of age. This will serve to improve joint agency protocols regarding offending by Children in Care and effectively manage the short and long term impact on children when an incident occurs.

Where the young person has committed an offence the Supplier should support the young person rehabilitation, this will include:

- Attendance to Police stations
- Attendance to programmes and projects
- Attendance at court
- Source suitable legal representative
- Collect them from venues and bring them back to their placement

Missing from Home

Where a child/young person is missing from the home the Supplier shall notify the Social Worker or Emergency Duty Team. The Supplier should take all action that could be reasonably expected of a parent under similar circumstances, including:

- Searching for the missing child/young person
- Reporting the missing child to the Police
- Act to obtain information on their whereabouts
- The collection and return of the missing child when the location becomes known if reasonably practicable

Advocacy and Independent Visitors

All of our cared for children and young people have access to CEC Advocacy and can request to have an Independent Visitor. Information on these services should be made available within the home for the young people.

An Advocate will attend each home on a regular basis to hold an open clinic for the placed child/young person.

Recruitment, Retention and Vetting of Staff

In 2008 the previous Government published the 2020 Children and Young People's Workforce Strategy. The Strategy set the vision that everyone who works with children and young people should be:

- ambitious for every child and young person
- excellent in their practice
- committed to partnership and integrated working
- respected and valued as professionals

The aim of the Strategy was to ensure that members of the workforce have the skills and knowledge to do the best job they possibly can to help children and young people develop and succeed across all the outcomes.

The Supplier shall ensure that the delivery of the Service emulates the 2020 Children and Young People's Workforce Strategy by being planned, delivered, monitored and evaluated by appropriately qualified, competent, experienced and confident staff. Workforce development, training and supervision appropriate to individual and staff group duties must be available to staff to ensure a high quality and safe service.

The Supplier is responsible for ensuring that it employs staff for the Service who have been subject to the following:

- The Staff group shall so far as is possible reflect the diversity of society and provide positive role models for all Children/Young People in terms of special needs including any disability; age; religion; racial origin; sexual orientation, culture and language and generally comply with the Equality Duty.
- The Supplier must develop clear, written job descriptions and person specifications for all posts to be established for this service. The Supplier may be required to supply copies of these documents to the Council and is expected to take reasonable note of any observations which the Council has.
- The Supplier must put in support mechanisms that provide staff with regular supervision, training and development. Other supports services, for example, mentoring, counselling and buddy scheme should be on offer to staff.

Vetting

The Supplier will ensure that all staff are satisfactorily checked through the Disclosure and Barring (DBS) formally known as Criminal Records Bureau (CRB) and that repeat checks are made in line with current regulations. Staff should also be advised that all service posts are exempt from the Rehabilitation of Offenders Act 1984 and therefore all convictions, spent or otherwise, must be declared and that an enhanced check will be carried out with the Criminal Records Bureau by the Supplier.

The Supplier will obtain a minimum of two written references for each member of staff employed at the Service, one of which must be from a previous employer, and one verbal

reference. Where staff have had previous employment in a care related field references should be sought from all previous employers.

Absence Management

Arrangements for covering staff absences must be factored into the core staffing capacity and the service should not be reliant on staff working overtime, or the use of agency staff other than for exceptional unplanned staff shortages.

The Supplier shall ensure that sufficient resources of trained and competent staff are available to cover all vacancies, holidays or staff sickness which may arise. The Supplier will also be expected to manage any changes to working patterns brought about by the European Working Time Directive and ensure that the staffing structure is Working Time Directive compliant.

Training

The Supplier shall ensure all staff employed within the service receives in-service training to enhance individual skills and to keep staff up to date with professional and legal developments for example:

- CSE
- Safeguarding

Supervision

The Supplier shall ensure that all staff understands to whom they are accountable and staff shall be provided with regular supervision by appropriately qualified and experienced staff in accordance with the Supplier's Supervision Policy.

Safeguarding

Suppliers(s) will ensure services comply with safeguarding procedures outlined by Cheshire East Council through the Local Safeguarding Children Board:

<http://www.cheshireeastlscb.org.uk/professionals/procedures-and-guidance.aspx>

The operational policies of Suppliers will address the following:

- Safe provision and storage of medication
- How to make a referral under safeguarding procedures
- How to raise a concern in relation to domestic abuse
- How to report and respond to safeguarding concerns about the practice of staff or volunteers
- Set out how they will manage a complaint investigation and how the learning will inform practice and continuous development of the service
- Set out how the management and reporting of Sudden Unlawful Deaths and the reflective learning from such events informs future practice and continuous service development

Supplier (s) will be responsible for informing the commissioner of their practice through routine contract monitoring arrangements or earlier where it relates to a critical incident and

or is deemed to be an emergency that warrants this step as a matter of urgency.

The safeguarding of children and must underpin all practice and Suppliers are expected to adhere to relevant legislation and guidance

Safeguarding Children and Young People

<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

as well as statutory responsibilities within 1989 and 2004 Children Acts, critically:

“ Local agencies, including the police and health services, also have a duty under section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions.

Under section 10 of the same Act, a similar range of agencies are required to cooperate with local authorities to promote the well-being of children in each local authority area (see chapter 1). This cooperation should exist and be effective at all levels of the organisation, from strategic level through to operational delivery. Professionals working in agencies with these duties are responsible for ensuring that they fulfil their role and responsibilities in a manner consistent with the statutory duties of their employer. ”

Cheshire East Local Safeguarding Children Board have policies that must be adhered too and evidenced within suppliers own policy, practice documents and records. The primary principle[s] here is that suppliers have robust policies, practices and pathways in place to escalate matters should this be required, therefore being able to: **Recognise, Respond, Record, Recruit Safely and Risk Assess well in respect of service user wellbeing and safety.**

Compliance with Local Safeguarding Children's Board's policy, procedures and protocols which must be regularly audited (including case recording audit) by the supplier. Suppliers are required to complete annually the self assessment as set out in the Safeguarding Standards for Children at risk.

The Safer Recruitment and selection of Staff, and Volunteers must be robust and include appropriately the undertaking of Disclosure and Barring Scheme enhanced checks [DBS]. If these checks reveal information which would make the person unsuitable for work with children or vulnerable adults the supplier shall not employ or otherwise use such persons in any way.

Workforce training on the prevention of abuse and safeguarding practice as well as domestic abuse must be given to all employees as a part of their induction and continued professional development.

The Supplier will identify a named safeguarding lead. The 'named' safeguarding lead will have arrangements in place to ensure they are able to access enhanced safeguarding advice, support and knowledge.

The successful supplier and their safeguarding lead must have in place:

- Clear referral and access criteria and documented pathways;
- Arrangements for the management of escalating risk;
- An information sharing and confidentiality policy in place that is clear regarding when, legally, information can be shared without consent and explains service users' rights and responsibilities;
- A risk assessment process that accounts for a history of abuse and the person's

- vulnerability to abuse, including predatory behavior or sexual vulnerability
- A Quality Audit / Performance Monitoring system for safeguarding activity, that complies with contract and safeguarding performance reporting / monitoring requirements
- A clear process for reporting and managing allegations in relation to a member of staff or volunteer.

The service must immediately notify the Commissioner of any improper conduct by any of its staff or by one service user towards another, in connection with any part of this contract.

Note examples of improper conduct of staff or Volunteers include:

- Neglect / Acts of Omission / self Neglect - Causing harm by failing to meet needs e.g. ignoring physical or medical care needs, withholding food, medicines, failure to provide adequate supervision
- Physical - Hitting, pushing, slapping, and using inappropriate physical restraint, burning, drowning, and suffocating, withholding medical care, feigning the symptoms of ill health or deliberately causing ill health.
- Sexual - Sexual activity of any kind where the vulnerable person does not or is not able to give consent.
- Psychological - Including verbal abuse, humiliation, bullying and harassment. Persistent emotional ill treatment, cyber-bullying, seeing or hearing the ill-treatment of others, Domestic Abuse (see the below section)
- Discriminatory abuse - Treating a person in a way which does not respect their race, religion, sex, disability, culture, ethnicity or sexuality.
- Organisational abuse - Where routines and rules make a person alter his/her lifestyle and culture to fit in with the institution.
- Financial - Taking money and/or property without permission. Using pressure to control a person's money/property/ benefits. Taking or offering any financial inducements.
- Modern Slavery / Trafficking – Smuggling is defined as the facilitation of entry to the UK either secretly or by deception (whether for profit or otherwise). Trafficking involves the transportation of persons in the UK in order to exploit them by the use of force, violence, deception, intimidation, coercion or abuse of their vulnerability.
- Radicalisation - is a process by which an individual or group comes to adopt increasingly extreme political, social, or religious ideals and aspirations that (1) reject or undermine the status quo or (2) reject and/or undermine contemporary ideas and expressions of freedom of choice.

Any staff member who is the subject of allegations must be suspended from providing any services under this contract until the matter is resolved to the satisfaction of the Commissioner. Where appropriate a report should be made to the local authority – for those working with children and young people to the LADO [Local Authority Designated Officer].

Suppliers will ensure that they have mechanisms in place to fulfil their duty with regard to the Independent Safeguarding Authority where they have dismissed an individual, or an individual has resigned, because they harmed or may harm a vulnerable person.

Consideration of subsequent reporting to professional registering bodies will also be needed e.g. GMC, NMC.

CEC Consent and Confidentiality and Information Sharing

The Supplier will adhere to CEC Consent and Confidentiality and Information Sharing Protocols and Policies provided within the link below:

http://www.cheshireeast.gov.uk/children_and_families/common_assessment_framework/consent_information_sharing.aspx

Continuous Improvement

The Supplier will develop an annual improvement plan to be submitted to the Council in the last quarter of each contractual year.

As part of the continuous improvement process the Supplier will be expected to work collaboratively with not only the Council but also partner agencies. The Supplier will attend quarterly review meetings to support the on-going collaborative links that will ensure that this Service is successful.

Through the contract management process we are looking to drive forward innovative ideas and better working practices.

The Service Specification is flexible so it can be developed over the period of the contract. The Council will work with the Supplier to target resources more effectively and to make sure all resources continue to be focused on agreed priorities.

The Supplier will be expected to meet any changes to the National Minimum Standards set by the regulator Ofsted.

Monitoring and Performance Management

Monthly Operational Meeting

The Registered Managers will be expected to attend monthly Operational meetings to review the current placements, referrals, matching and admissions to the service.

Quarterly Performance

The Supplier will be expected to submit a quarterly monitoring report to the Commissioners at least 10 working days before the Quarterly Performance Meeting.

The submitted return will need to contain details on the following criteria:

Key Performance Indicators (KPI's)

KPI Reporting Details	Target (minimum standard)
Occupancy Rates	95%
Recruitment and Retention Staff	95%
Induction and core training and development of staff	100%
Ofsted Rating Based on Full Inspection Report*	Good
Safeguarding Concerns are actioned/reported	100%
Placement Stability	2
Further Quarterly Report Information	
Continuous Improvement	
Service efficiency	
Participation - Voice of the child	

** Ofsted ratings and Inspection Information (If any home falls below a good rating at full inspection then the supplier will be required to produce an action plan and return to good or outstanding within an agreed timescale. If the timescale is not met CEC will consider issuing a formal improvement notice via contractual terms and conditions)*

Service Outcomes

	Describe how you have embedded listening to and acting on the voice of children and young people throughout services (same as having a voice)?
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome: e.g 100% of children are confident that they have been listened to and their concerns actioned.</p>
	How are you ensuring frontline practice is consistently good, effective and outcome focused (feeds into feel and be safe)?
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome:</p>
	Improving senior management oversight of the impact of services on children and young people
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome:</p>
	Ensuring the partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East (feeds into feel and be safe)
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome:</p>

Appendix A

10 Point Checklist

1	Disciplinary Policy of Children's Home? <i>Copies of the behaviour management policy and the 'joint agency protocol regarding offending by children in care' are available on request.</i>	
2	Why have the police been involved and is it agreed in the policy?	
3	Any informal action / disciplinary action already taken?	
4	Any apology / reparation?	
5	Victim's views? <i>Willingness to attend court, engage in a restorative intervention?</i>	
6	Social worker's views? <i>The views of the key worker, social worker, YOT or CAHMS workers involved with the young person on the effect of potential criminal justice system intervention.</i>	
7	Care Plan for Child in Care? <i>What is the plan regarding their placement? Is it permanent / long term? What additional support does the young person receive eg education, CAMHS, YOT?</i>	
8	Recent behaviour / incidents re child in care? <i>Including those of a similar nature, historical relationship between young person and victim, setting the offence into context.</i>	
9	Information about incident from child in care (interview or other?) <i>Will be gathered from police interview.</i>	
10	Aggravating or mitigating factors? <i>CPS / Police to complete this section.</i>	

Appendix B**Allowances and Expenditures - Holidays and Activities**

- General maintenance including food, accommodation and related costs
- Normal replacement of clothing
- Pocket money
- Normal transport associated with any child living within a family including to and from a local school
- A limited amount of assessment of the child
- Some contact with parents, siblings and relatives
- Attendance at review meetings etc.
- Involvement in clubs and activities
- Keeping a record of events and memories about the child for the child

Rates as at April 2015

Age	Birthday Allowance	Festival Allowance	Holidays Allowance	Clothing Allowance
0 – 4	£137.20	£137.20	£342.95	£278.0
5 – 10	£156.52	£156.52	£391.30	£371.00
11 – 15	£194.53	£194.53	£486.33	£565.00
16+	£236.67	£236.67	£591.60	£565.00

Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Nichola Glover-Edge: Director of Commissioning
Subject/Title:	A Dynamic Purchasing System for care and support for People with a Learning Disability and or Mental Health
Portfolio Holder:	Cllr Janet Clowes: Adult Social Care and Integration Cllr Jos Saunders: Children and Families

1. Report Summary

- 1.1 This report seeks approval to establish a Dynamic Purchasing System for the future procurement of care and support services for individuals eligible for Adult and Children's social care support, including those individuals in transition to adulthood who have a learning disability and or mental health.
- 1.2 The intention is to establish a Dynamic Purchasing System for the procurement of accommodation and support services including community support, supported living and residential care.
- 1.3 The new service specification and contract will contain a negotiation stage to ensure that we are achieving best value for money on all future packages of care and therefore ensuring compliance with procurement rules and financial regulations.
- 1.4 The proposed "go live date" would be 1st October 2018.
- 1.5 The report also identifies a future opportunity to work in partnership with Cheshire West and Chester Council and Wirral Council in regards to commissioning a single Dynamic Purchasing System (list of approved providers) across the Cheshire and Wirral footprint.

2. Recommendation

- 2.1 That Cabinet:
 - 2.1.1. Endorses the co-production of a Learning Disabilities and Mental Health Needs 'Dynamic Purchasing System' with statutory partners, neighbouring local authorities, Voluntary Community Faith Sector organisations, and other providers.

- 2.1.2 Approves the development of a Dynamic Purchasing System in order to procure and award contracts for Learning Disabilities and Mental Health services, for both Adults and Children's social care.
- 2.1.3 Delegate authority to award contracts to the Executive Director of People.

3. Reasons for Recommendation

- 3.1 Given that currently there is no adequate strategy in place for the commissioning and procurement of care and support for adults with learning disabilities and/or mental health needs it is recommended that a Dynamic Purchasing System is approved to start to change the landscape of the market as soon as possible.
- 3.2 Existing arrangements carry significant risks and limitations due to a limited number of providers and the need to have providers that can safely manage individuals with very complex needs. A Dynamic Purchasing System will greatly improve Cheshire East Councils' options and ability to meet the requirements of the Care Act 2014 and meet the needs of local people via appropriate services.
- 3.3 There are no official frameworks or service specifications for Adult Mental Health Services. Therefore this is an area of the market which is largely underdeveloped. This has on many occasions required the Council and Clinical Commissioning Groups to pay higher costs to the local care market, or in some cases has resulted in the need to place people out of area at even greater expense.
- 3.4 Initial soft market testing and engagement has been successful and to date over forty companies have requested to meet with Cheshire East Council with a range of services on offer, and given that Cheshire East Council, like most council's faces a significant financial challenge there is a need to intervene in the market quickly to ensure that not only do we create a vibrant and sustainable market place but that we obtain more cost effective and value for money care and support services.
- 3.5 At present there is a jointly commissioned Learning Disability (LD) framework agreement between Cheshire West and Chester Council, West Cheshire Clinical Commissioning Group and South Cheshire and Vale Royal Clinical Commissioning Group, which is due to expire on the 31st March 2018. Due to the significant amount of work involved with the recommissioning process, Cheshire West and Chester are proposing to extend the existing framework model until 30th September 2018.
- 3.6 The current Cheshire West and Chester framework commissions 80 providers who provide a variety of services for people with Learning Disability, Mental Health and Autistic Spectrum Disorder, (albeit it is technically only a Learning Disability framework). Services that are currently commissioned include residential care, outreach services and supported living services. At present only 45-55% of the 80 providers are actually bidding for or undertaking work on a frequent and regular basis.

- 3.7 Initial discussions have taken place between Cheshire East Council and Cheshire West and Chester Council around working collaboratively on a joint framework. At this stage no formal agreement has been reached. We also plan to approach Wirral Council to have discussions about the joint framework.
- 3.8 It makes sense to undertake this work collaboratively, as opposed to having multiple frameworks in operation. Having a single framework of Providers across our footprints could provide better leverage when negotiating fees/rates with the market, and could offer better value for money, particularly if we look to commission some services at scale in the future (e.g. highly complex services). Commissioners from Cheshire East Council will continue to consult with neighbouring authorities as part of the co-production of the development of the Dynamic Purchasing System.

4. Other Options Considered

- 4.1 The demand for care services will be significant over the next few years and we need to sustain and stabilise the markets alongside managing the budget. Therefore doing nothing is not an option.

5. Background/Chronology

Nature of the service

- 5.1 Over recent years there has been limited market shaping or development around the market for individuals with a learning disability and or mental health needs and currently many services are still commissioned in a way which inhibits choice and flexibility, they are purchased for individuals outside of any formal commissioning framework, under 'spot purchasing' arrangements, and are often placements located outside of Borough.
- 5.2 The commissioning vision is for individuals to be confident and reassured that they received the right support, in the right place, at the right price to maximise their independence, aid their recovery and build their resilience to remain healthy and safe. There is more work to be done to ensure that local services offer real choice and flexibility to people with learning disabilities and or mental health needs and to enable commissioners to work with providers to tailor and develop services to meet individual need.
- 5.3 This procurement strategy provides an opportunity to explore a more personalised approach, and to improve choice and value for money. The Care Act 2014 introduces new duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality care and support in their area. The Care Act 2014 states that local authorities must shape the local market to offer people with care and support needs a range of provision, and commissioning and procurement practices must facilitate a diverse range of services to ensure service users have a real choice of personalised solutions.
- 5.4 The contracts, which we currently rely on for most of our local provision, offer limited flexibility and commit the local authority (and service users) to long

periods with incumbent providers, with service developments achieved through traditional contract monitoring. When contracts come to an end, re-procurement processes are lengthy, and involve wholesale changes which lead to a period of uncertainty for providers, the council and service users.

- 5.5 Cheshire East Council needs to consider more flexible approaches to commissioning and procurement that help create a market which is more responsive to individual needs and to evolving commissioning intentions in order to meet the needs of a population that has higher expectations and increasingly complex needs, with budgets that are reducing. This, alongside related projects to develop new local accommodation, support people to move to more appropriate and local services, and transform directly provided services, will help Cheshire East Council to reduce its reliance on out of area provision and help drive better quality, outcomes, personalisation and value.
- 5.6 A Dynamic Purchasing System is a fully electronic procurement instrument. The establishment of a Dynamic Purchasing System follows the restricted procedure. The first stage is the selection process. All providers who meet the minimum requirements of the selection criteria would be admitted to the Dynamic Purchasing System. In the second stage, all providers who have been admitted to the Dynamic Purchasing System will be invited to tender for each subsequent procurement. The specific (anonymised) support packages for one or more service users will be published to all providers admitted to the Dynamic Purchasing System to bid to provide the specific services for which they are registered.
- 5.7 A key benefit of a Dynamic Purchasing System is that there is no limit to the number of providers admitted to the Dynamic Purchasing System, and it remains open for new providers to join or re-apply. This enables the Dynamic Purchasing System to develop and evolve in order to respond to changing demand for and supply of services, whereas a framework closes to any new providers, which limits its flexibility in responding to emerging needs, any market failure and evolving commissioning intentions.

Estimated Value

- 5.8 We currently have 859 individuals with a learning disability and the forecasted spend for 2017/18 is £35 million.
- 5.9 There are 679 individuals with a mental health need and the forecasted spend for 2017/18 is £9 million.
- 5.10 It is not expected that establishing a Dynamic Purchasing System will incur additional costs. Cheshire East Council already purchases The Chest as its e-procurement tool, and the Dynamic Purchasing System function is available within the existing package. Existing staffing resources in commissioning, assessment, brokerage and procurement would be sufficient to set up and manage the new system. Administering a Dynamic Purchasing System would involve a change in practice for some staff currently involved in brokering accommodation and support services.

- 5.11 Once a Dynamic Purchasing System is set up it will be used to purchase care and support for new service users and/or for existing service users as and when their current arrangements come to an end, either because their needs have changed or because the contract for their existing services are coming to an end.
- 5.12 The detail of the criteria for providers to apply to join the Dynamic Purchasing System and for awarding contracts in the second stage is to be determined and will be developed in consultation with local providers, service users and families. The overall intention is that the first stage will be used to select a provider based on their competence and capability including; suitability to pursue this professional activity; economic and financial standing; and technical and professional ability. The intention will be for an outcome-focussed approach to commissioning and purchasing through the Dynamic Purchasing System, rather than setting restrictive ceilings on hourly rates or unit costs, as the latter approach can inhibit innovation and personalisation.
- 5.13 Service users will all have personal budgets and agreed outcomes and providers will be bidding on the basis of their capacity to achieve those outcomes within the agreed personal budgets. Where there is more than one provider who meets the award criteria within budget, we would enable service users and family preference to determine the successful provider. This is in line with the direction of travel for adult social care and health to achieve value for money by a fair and transparent allocation of resources to individuals, giving them a strong voice in how their needs should be met and enabling providers to find innovative solutions to meet need within the available resources.
- 5.14 The overall strategy for people with learning disabilities is to support people to have good health and well-being, to live as independently as possible, to be fully included in our community, to have good access to universal services and to learn, progress and develop throughout their lives. The specification will reflect this and require successful providers to demonstrate an ability to work with people in a proactive way which encourages independence and reduces reliance on specialist services, as appropriate. This will include a requirement to work creatively within service user's allocated personal budgets.
- 5.15 The detail of service specifications, selection criteria and award criteria will be developed over the coming months in co-production with service users, family carers and providers.

6. Wards Affected and Local Ward Members

- 6.1 All wards will be affected.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. No negative impacts are expected.

7.2. Legal Implications

- 7.2.1. The Council has a duty to make arrangements for providing residential accommodation and care for persons who by reason of illness and disability are in need of care and attention which is not otherwise available to them (section 21 National Assistance Act 1948 (as amended). The Care Act 2014 also imposes duties and powers to meet the needs for care and support of eligible adults (sections 18 and 19).
- 7.2.2. The aggregate value of the Dynamic Purchasing System is such that these services must be procured in accordance with the Public Contracts Regulations 2015 and in compliance with the Council's Finance and Contract Procedure Rules. This will require a fully OJEU compliant procurement exercise. The Service is engaging with Legal Services and the Council's Corporate Procurement Team in this process.
- 7.2.3. The procurement is a change to the way services are currently provided and the Service are engaging with stakeholders including service users to co-produce the service specification. 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. For example, there must be an assessment made of the impacts on groups or individuals who are disabled – including mental health problems, who belong to ethnic or racial groups, on the grounds of age or sex discrimination etc. An Equality Impact Assessment can both assist in evidencing that these equality duties are being met and inform decision taking.

7.3. Financial Implications

- 7.3.1. The recommendation of this report is to approve the procurement strategy for a dynamic purchasing system for learning disability and mental health, care and support services across both Children's and Adults Social Care. The Dynamic Purchasing System will be provided, managed and supported from existing Council resources (systems and staffing) and therefore will not result in a budget pressure for the Council.
- 7.3.2. The move to Dynamic Purchasing System (DPS) will ensure value for money. Any additional cost arising from Care Packages will have to be managed within existing and planned Care budget resources. However shaping the market through the introduction of the DPS should support both Adults and Children's Social Care in delivering its MTFS targets, whilst still meeting its statutory responsibilities.
- 7.3.3. The current forecasted spend for learning disability services for 2017/18 is £35 million.

- 7.3.4. The current forecasted spend for mental health for 2017/18 is £9 million.

7.4. Equality Implications

- 7.4.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities – including mental health problems, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- 7.4.2. An Equality Impact Assessment has been completed. This proposal is not expected to discriminate or have negative impacts on people with protected characteristics. All those people affected will have learning disabilities or mental health needs and many will have additional needs, disabilities and/or other protected characteristics.
- 7.4.3. Procuring services through a Dynamic Purchasing System rather than existing practices will increase choice and control through enabling the use of a personal budget to purchase accommodation with support and will help ensure services are designed around individual needs and preferences, including needs and preferences which are related to protected characteristics.

7.5. Rural Community Implications

- 7.5.1. No negative impacts are expected.

7.6. Human Resources Implications

- 7.6.1. No negative impacts are expected.

7.7. Health and Wellbeing Implications

- 7.7.1. Improved access to personalised services has a positive impact on the mental health and wellbeing of the individual and their family/carers.

7.8. Implications for Children and Young People

- 7.8.1. The services are targeted at individuals eligible for Adult and Children's social care support, including those individuals in transition to adulthood who have a learning disability and or mental health.

- 7.8.2. The introduction of the DPS will support the SEND (special educational needs and disabilities) Service, in particular the preparing for Adulthood and transition agenda. A joined up approach to commissioning provision across Children's and Adults will ensure a smooth transition and improved outcomes for individual who require care and support services.

7.9. Overview and Scrutiny Implications

- 7.9.1 None.

7.10. Other Implications (Please Specify)

- 7.10.1. No other negative impacts are expected.

8. Risk Management

- 8.1. The proposal for a Dynamic Purchasing System will ensure that we are able to manage the market and that there are adequate services in the independent sector to meet current and future needs of local residents.

9. Access to Information/Bibliography

- 9.1. Joint Strategic Needs Assessment, Live Well Cheshire East Commissioning Plan (2017), Cheshire East Market Position Statement (2017).

10. Contact Information

Contact details for this report are as follows:

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Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2018
Report of:	Executive Director Place
Subject/Title:	Congleton Leisure Centre – Redevelopment Project
Portfolio Holder:	Cllr Liz Wardlaw, Health

1. Report Summary

- 1.1. The purpose of this report is to seek Cabinet approval to appoint a 'Preferred Bidder' as the Development Partner for the redevelopment of the leisure centre in Congleton.
- 1.2. The project team have concluded their evaluation and moderation process and this report seeks approval of a Preferred Bidder for the redevelopment of the existing facility.

2. Recommendation

Cabinet is recommended to:

- 2.1. Note the findings of the Congleton Leisure Centre, Development Partner Procurement: Final Tender Evaluation Report (Appendix A).
- 2.2. Approve the selection of Bidder C as the Preferred Bidder.
- 2.3. Authorise the Executive Director Place in consultation with the Interim Executive Director of Corporate Services and the Director of Legal Services to clarify, specify and optimise the Preferred Bidder's final tender to enable the Council to enter into a legally binding contract with the Preferred Bidder.
- 2.4. Upon the satisfactory completion of the clarification, specification and optimisation stage (recommendation 2.3); delegate the final decision to award a contract to the Preferred Bidder to the Portfolio Holder for Health in consultation with the Executive Director Place, Interim Executive Director of Corporate Services and the Director of Legal Services.
- 2.5. Note the budget required for the development of the leisure centre is identified in the Council's capital programme approved in February 2017.

- 2.6. Authorise the Executive Director Place in consultation with the Interim Executive Director of Corporate Services to negotiate a reduction in the management fee payable to the incumbent operator, Everybody Sport and Leisure, in recognition of the expected transformation of the operating performance.
- 2.7. Note the potential implications for Facilities Management, Public Realm and Highways budgets in future years.

3. Reasons for Recommendation

- 3.1. Tender submissions have been evaluated at an initial solution stage, a detailed solution stage and at a final tender stage.
- 3.2. Throughout the initial and detailed solution stage, the project team engaged in dialogue sessions with the tenderers to refine their designs, project costs, materials and the facility mix to ensure that the submissions complied with the Council's requirements.
- 3.3. In completing the evaluations, bidders were moderated and scored on the following criteria:

Qualitative Criteria

- Construction Technical
- Legal
- Leisure
- Finance and Commercial
- Social Value

Quantitative Criteria

- Cost Plan
- Finance Model

- 3.4. On concluding the moderation exercise, bids were scored against the scoring matrix and thereafter ranked in order.
- 3.5. As a result of completing the moderation of final tenders, the Preferred Bidder has been identified as Bidder C.

4. Other Options Considered

4.1. A range of options have been considered for this project and are summarised as follows:

- Option 1: A full refurbishment of the existing centre, including the refurbishment of the existing pools and pool hall.
- Option 2: Construction of brand new pools and a pool hall with a refurbishment of the remaining 'dry side' offer (fitness, sports hall etc.)
- Option 3: Construction of an entirely brand new facility on the site, maintaining the existing centre during construction and demolition of the legacy facility on completion.
- Option 4: Demolition of the existing facility and the construction of a new facility within the existing footprint, incurring loss of continuity of the leisure offer for residents and members during the life of the project.

4.2. It should be noted that the existing pool was built in the early 1970s and is not compliant with modern construction standards. An intrusive pool survey was carried out to ascertain whether a refurbished pool and pool hall could have been a viable solution for this project. The survey made reference to the existing tile finishes being integral to the structure and whilst the core samples did not necessarily totally discount the ability to refurbish the pool; the risk of potential damage to the existing pool slab and infrastructure during any refurbishment phase were seen as significant issues.

4.3. Furthermore, there are legacy issues with the existing pool hall structure and as a consequence the project ruled out the possibility of refurbishing the existing pools and pool hall structure.

4.4. A number of preliminary market consultation days were held on site where potential operators were invited to comment on potential design approaches. At that time there were suggestions of the potential for an entirely brand new facility to be constructed on site with the demolition of the existing building on completion. However it quickly became apparent that this would not be achievable due to constraints of the site and the available budget envelope.

4.5. A complete demolition of the existing facility and a brand new facility in place of this was also considered. However, during the dialogue process, it was again evident that the budget envelope combined with a number of key risks relating to public open space meant that a newly constructed facility within the site would not be feasible.

4.6. Therefore, the preferred option for the scheme is Option 2.

5. Background

- 5.1.** Cheshire East Council is committed to providing opportunities for residents to live well and for longer.
- 5.2.** The current leisure facility in Congleton managed on the Council's behalf by Everybody Sport and Recreation (ESAR) comprises two distinct blocks of construction dating back from the early 1970s, with the pool and pool hall being the earliest element of the construction.
- 5.3.** In subsequent years the addition of a sports hall and squash courts were added with a smaller block connecting the dry side provision with the wet side. The heating and treatment of the pools is very inefficient as both are serviced by a single feed.
- 5.4.** Over the lifetime of the facility, significant investment and maintenance has made it as efficient as it will ever be. However, there are legacy issues with the pool hall roof which does contain asbestos and would require significant further investment to resolve.
- 5.5.** The current building limits the opportunity to provide and meet a modern leisure offer to residents. The Preferred Bidder's design and solution would provide a facility that meets the needs and requirements of current and future usergroups for generations to come.

6. Wards Affected and Local Ward Members

- 6.1.** The redeveloped facility will benefit both the residents of Congleton and the wider area.
- 6.2.** The local wards in Congleton East, represented by:

Cllr Geoff Baggott

Cllr David Brown

Cllr Glen Williams

The local wards in Congleton West, represented by:

Cllr Paul Bates

Cllr Gordon Baxendale

Cllr George Hayes

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. This project will provide a much needed and visible investment in Congleton. This will contribute directly to the regeneration of the town, improve participation in active leisure and sport activities.
- 7.1.2. The Leisure Centre is a well-used and important community facility, with a specific focus on the provision of wet and dry leisure facilities for the local and wider population. Facility improvements will invariably bring increased income and usage benefiting improved health outcomes for local residents.
- 7.1.3. The preferred option would affect service provision while the construction and refurbishment takes place. A comprehensive phasing plan will be put in place where the development partner will work in conjunction with ESAR and the Council with regard to maintaining a leisure offer during the redevelopment.
- 7.1.4. This project will need to manage a number of key stakeholders. These include and may not be limited to Congleton Rugby Club, the Scout Hut (next to the leisure centre) and users of the public open spaces in particular users of the skate park and the local 'Friends of the Park' group.
- 7.1.5. This project is linked to the following adopted Council Strategies:
 - a) **The Playing Pitch Strategy:** A new strategy is now in place in support of the Local Plan, which sets out the outdoor playing pitch provision across the authority. The project has committed to ensuring the retention of the playing pitch at Hankinson's Field.
 - b) **Indoor Facilities Strategy:** A new strategy is in place in support of the Local Plan detailing the type and availability of indoor facilities for community use.

7.2. Legal Implications

- 7.2.1. ESAR currently manages the existing facility on behalf of the Council as part of its Leisure Operating Agreement.
- 7.2.2. Provision was made within the Leisure Operating Agreement for the Trust to continue to manage any replaced or redeveloped facility as a result there will be no need to vary the existing agreement.
- 7.2.3. The value of the proposed contract with the Preferred Bidder is above the applicable EU threshold and the award of the contract is therefore subject to the Public Contracts Regulations 2015 ("PCRs"). The PCRs require the Council to treat all economic operators equally and without

discrimination. In addition, the Council must act in a transparent and proportionate manner.

- 7.2.4. The Council has followed the Competitive Dialogue procedure, which is a compliant procedure under the PCRs. In addition, the Council has fully complied with its own Contract Procedure rules during this project. The use of the Competitive Dialogue procedure has allowed the Council to test the market whilst remaining design neutral.
- 7.2.5. From the inception of this project, the Council has engaged external legal and leisure industry experts to act as specialist advisors. In particular, Bevan Brittan were appointed as the Council's legal advisors and had advised on the choice of procurement route, the structuring of the Competitive Dialogue, the procurement documentation and the draft contractual documentation. The use of external experts to supplement the Council's internal departments has ensured that a robust and compliant procurement process has been followed throughout.
- 7.2.6. The selection of Bidder C as the Preferred Bidder will allow the Council to clarify, specify and optimise Bidder C's final tender. Although Bidder C's final tender contains all the elements required and necessary for the performance of the project, it will still be necessary to clarify, specify and optimise Bidder C's final tender in order to produce a suite of contractual documents to create a legally binding arrangement between the Council and Bidder C. It is important to note that such clarifications, specification or optimisation, or any additional information, may not involve changes to the essential aspects of Bidder C's final tender or of the procurement, including the needs and requirements set out in the contract notice or in the descriptive document, where variations to those aspects, needs and requirements are likely to distort competition or have a discriminatory effect.

7.3. Financial Implications

- 7.3.1. This project is included in the approved Capital Programme with a total allocation of £8.8m. The financial envelope for the scheme is £8.2m and bids have been evaluated against this figure. The Preferred Bidder has therefore submitted a proposal, which is within this financial envelope. It should however be noted that the contract being used for this project is a "target cost" contract and whilst the costs are currently estimated to be within the £8.2m envelope there is a risk that the final costs could be higher. A contingency sum is included within the overall project budget but the project will be closely monitored during the delivery phase and the level of contingency will be monitored accordingly.
- 7.3.2. Regarding the financing of capital, it is estimated that annual principal and interest repayment costs would be in the order of £450,000. The Medium Term Financial Strategy has been prepared on the basis that

this will be covered by ongoing savings in running costs including the reduction in subsidy provided as part of the management fee to ESAR.

- 7.3.3. Three bidders were taken through to the Final Tender stage and based upon evaluation of the criteria set out in paragraph 3.3, Bidder C has been identified as the Preferred Bidder as per recommendation 2.2. Bidders were required to provide solutions within the cost envelope, deliver a payback within the useful economic life of the facility and generate a positive net present value.
- 7.3.4. The key underlining outcomes for the project are to improve the offer to residents of the Congleton area; but also to reduce the future cost and financial liabilities of such provision. To this end, bidders were asked to submit detailed business plans to support their redevelopment plans.
- 7.3.5. One of the main financial drivers within the project is the reduction in cost to the Council in terms of the Management Fee paid to ESAR for the ongoing delivery of the newly developed facility. The analysis of the existing facility compared to the redeveloped facility has demonstrated that this can be achieved and as such will form part of the Management Fee discussions for future years in line with the requirements of the Leisure Operating Agreement. Based upon the figures provided by ESAR the facility should move from a deficit of circa £167,000 per annum to a surplus of approximately £350,000 per annum, a swing of £517,000 per annum.
- 7.3.6. It is projected that an improved Congleton Leisure Centre facility will make an improved revenue contribution, and a surplus in future years, which will be reflected in the discussions as referenced in 7.3.5.
- 7.3.7. Whilst the Council has transferred the operational lease for both the current and redeveloped asset, as with the remaining leisure centre sites managed under the existing agreement, the responsibility for the buildings in terms of structure and maintenance remains with the Council as the Corporate Landlord.
- 7.3.8. As set out in paragraph 5.4, the current building is as efficient as it can be, and it is envisaged that unit price increases (e.g. for energy) and repair costs as the building moves beyond its useful life will see future facilities costs increase. In comparison, it is anticipated that the redeveloped facility will realise energy and efficiency savings over the lifespan of the building.
- 7.3.9. Facilities Management (FM) colleagues within the project team have reviewed the projected costs from the Preferred Bidder to maintain the redeveloped facility, such as utilities and ongoing maintenance costs. Whilst the redeveloped facility will increase in size these costs can be met within the existing budget for the current facility from year one to year four. Year five sees a slight increase on the profiled budget and this increase will be built in to the facilities management budget in the future.

- 7.3.10. The project will identify a specific work stream focusing on the efficiency of the redeveloped building for future years, where FM and Assets colleagues will lead and liaise with the Preferred Bidder on the design elements and mechanical and electrical requirements for the redeveloped facility to optimise the opportunity to realise efficiency savings.
- 7.3.11. In addition, there is the potential for Highways and the Public Realm to be affected by the scheme. Therefore, co-ordination will be required with those services to understand these implications and to ensure that appropriate decisions and adequate budget provision is made if required.

7.4. Equality Implications

- 7.4.1. The redeveloped leisure centre will ensure that the site becomes fully accessible to all residents. In addition a range of programmes and facilities will continue to be developed by ESAR to attract a wide range of user groups.

7.5. Rural Community Implications

- 7.5.1. The new and improved leisure facility will serve as a destination offering a diverse range of accessible facilities not only for Congleton town residents but also the wider rural communities in and around this locality.

7.6. Human Resources Implications

- 7.6.1. None

7.7. Health and Wellbeing Implications

- 7.7.1. The provision of improved leisure facilities will enable the Council and ESAR to continue to make a significant contribution to Outcome 5 of the Corporate Plan “ People Live Well and For Longer”.
- 7.7.2. The redevelopment will provide elements of ‘lifestyle’ with inclusive facilities and community space accessible to a diverse user group.
- 7.7.3. Following the successful tendering by ESAR for the ‘One You Cheshire East’ contract from Public Health commissioners, the redeveloped facilities will become increasingly important in providing a range of programmes to improve active participation and improved health outcomes.

7.8. Implications for Children and Young People

- 7.8.1. The Preferred Bidder solution will optimise the offer for a diverse user group. The skate park will remain and be enhanced and will see greater synergies of the indoor and outdoor leisure provision.
- 7.8.2. There is innovation within the Preferred Bidder solution which now sees opportunities for children (and families) to undertake a range of leisure pursuits not previously capable of being provided at the legacy facility, such as indoor climbing and soft play areas.

7.9. Overview and Scrutiny Committee Implications

- 7.9.1. There are no implications for the Council's overview and scrutiny committees at this time.

7.10. Other Implications (Please Specify)

- 7.10.1. There are no further implications for the Council at this time.

8. Risk Management

- 8.9. The project does have inherent risk being a construction project.
- 8.10. It should be noted that this is a Target Cost contract and the budget envelope was set two years ago. The procurement phase commenced at the beginning of 2017 and throughout the dialogue process, Bidders have had the opportunity to amend and update their prices in line with the marketplace.
- 8.11. Within the Cost Plan the bidders were required to outline their contingency sums for the entirety of the project in order to manage and mitigate project costs and risks.
- 8.12. A corporate risk register is in place and continues to be updated and discussed at project boards.
- 8.13. The Council will work in conjunction with the development partner during the pre planning, construction and handover stages utilising the Programme Management Office (internal to Cheshire East Council) and a construction industry standard approach to risk management.
- 8.14. The Senior Responsible Officer (SRO) will have the authority and autonomy to value engineer solutions within the construction process. Where necessary, any significant risk or issue that cannot be resolved on site and within the authority of the SRO will be escalated to the Executive Director of Place and Portfolio Holder to agree the appropriate resolution.

- 8.15.** Whilst every effort will be exhausted to remain within the Target Cost budget it should be noted that there is inherent risk with construction projects particularly those involving the refurbishment of buildings. There is therefore the potential approvals to be sought to vary the budget in the future.

9. Access to Information

- 9.9.** The background papers relating to this report can be inspected by contacting the project team.
- 9.10.** In accordance with paragraph 19.4 of the access to information procedure rules, the Tender Evaluation Summary Report is available to members on request (subject to appropriate steps being taken to protect any confidential or privileged information). The Report contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and is therefore not for publication).

10. Contact Information

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Appendix A

(Appendix A of this Report contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and is therefore not for publication.)

Cheshire East Council

Cabinet

Date of Meeting:	13 th March 2017
Report of:	Frank Jordan, Executive Director Place
Subject/Title:	Review of Alternative Service Delivery Vehicles (ASDVs)
Portfolio Holder:	Councillor Paul Bates, Finance and Communication

1. Report Summary

- 1.1. In July 2017 the Council commissioned an external and independent review of its Alternative Service Delivery Vehicles (“ASDVs”) from Edge Public Solutions Limited (“Edge”) a company that specialises in improving public services and value for money.
- 1.2. The review was completed in November 2017 and Edge concluded that improvements could be made to how the Council commissioned services from its ASDVs and how the ASDVs were governed.
- 1.3. In addition, Edge identified specific improvements that could be made to the how ASDVs operate.
- 1.4. In summary, Edge concluded that a change programme should be implemented which could lead to significant savings and benefits for the Council and its residents.
- 1.5. This report summarises the key recommendations made by Edge and seeks authority to implement the governance required to deliver the ASDV change programme.

2. Recommendations

- 2.1. That Cabinet:
 - 2.1.1 Consider and note the contents of this report, the findings and recommendations of the Edge report set out in Appendix A and B and endorse the need for an ASDV change programme.
 - 2.1.2 Approve the creation of a Cabinet Committee named the Shareholder Committee.

- 2.1.3 Delegate to the Shareholder Committee the executive functions of the Cabinet and the Portfolio Holder for Finance and Communication in respect of the ASDVs
- 2.1.4 Instruct the Shareholder Committee to design, implement and oversee an ASDV change programme.

3.Reasons for Recommendation

- 3.1 The Council must ensure that it regularly and robustly reviews its commissioning practices to confirm that it continues to provide value for money to its residents.
- 3.2 The Council's ASDVs have now been operational for a number of years with the first ASDVs becoming operational nearly 5 years ago. As such it is an appropriate time to review the Council's commissioning arrangements with its ASDVs.
- 3.3 Edge's review (based on the information available to Edge) has recommended the most effective operating model for each ASDV;

Edge's recommendations have included one or more of the following solutions for each ASDV;

- To stay as an incorporated company in its current form and make improvements to governance and service delivery.
 - To dissolve the company with service delivery returning to Cheshire East Council.
 - To dissolve the company and transfer the responsibilities to another ASDV.
 - To dissolve the company and explore an alternative model such as private partnership or sale.
- 3.4 Edge have also identified a number of potential saving opportunities in respect of operating changes and enhanced commissioning as well operational improvements. Delivery will require a change programme over 2 years incorporating cultural change, performance improvement, staff development as well as the key initiatives. Edge's proposals for the change programme are detailed further within Appendix A in Part 2 of the agenda.

4. Other Options Considered

- 4.1. Do Nothing: The Council could continue to provide services in the same way, but this would not provide the required check and balance that is

required as part of providing value for money for the residents of Cheshire East.

5. Background

- 5.1. Given the current fiscal climate within the Public Sector, the Council must do all it can to make the best use of its resource, one essential tool to achieving this is Strategic Commissioning.
- 5.2. Strategic Commissioning is about achieving even greater value for money, by doing things differently and using innovative new approaches to the way in which services are delivered, to achieve the outcomes desired by local people

Edge's Review of ASDVs

- 5.3. With this in mind a review was commissioned from Edge to see if the current ASDVs were still meeting the objectives of the Council namely to:
 - Deliver significant value to customers, residents and the Council
 - Create a sustainable competitive advantage.
 - Deliver Strong growth prospects.
 - Work in an environment where the Council is not its only customer.
 - Invest to generate a commercial return.
 - Generate year on year efficiencies or income opportunities
 - Work to become self-funding (no Council subsidy)
- 5.4. The key objectives of Edge's review were:
 - 5.4.1 To ensure that the configuration of each ASDV (and its management) is meeting the needs of the Council and the Borough's residents. This included an evaluation of the scope of services provided by each, identification of any risks to CEC, commissioning arrangements, objective setting and performance management; and
 - 5.4.2 To identify opportunities for possible financial savings and/or income opportunities that could form part of the Council's medium term financial plan.
- 5.5. Over the course of Edge's review each ASDV was evaluated through the data available including financial accounts, statutory filings, operating, agency and shareholder agreements, and performance information and by meeting key stakeholders.
- 5.6. Operational managers and staff in each ASDV as well as all Council nominated commissioners, Trade Unions, ASDV Chairs and Managing Directors were consulted as part of the review. These key stakeholders will

continue to be consulted as the change management arrangements are implemented.

- 5.7. A number of potential savings have been identified by Edge but these require further detailed analysis by the Shareholder Committee and the ASDVs to ensure that:
- a) They do not cut across initiatives already included in the Council's Medium Term Financial Strategy ("MTFS"); and
 - b) That the level of savings is realistic and deliverable.

Key Recommendations Arising from the Review

- 5.8. The report prepared by Edge at Appendix A outlines a number of recommendations in relation to the Council's management of ASDVs as well as recommendations for each ASDV.
- 5.9. The first core recommendation from Edge is that the current parent company to the ASDVs, Cheshire East Residents First Limited's ("CERF") board, should be decommissioned and its strategic oversight function should be transferred to a newly formed Cabinet Committee. It is recommended that this is affected by the creation of a Shareholder Committee.
- 5.10. The terms of reference for this committee will be agreed at its first meeting. However, in summary the role of the Shareholder Committee will be to provide strategic oversight of the Council's commissioning arrangements for its ASDVs. The Shareholder Committee will also design, implement and oversee the change programme required to implement the proposed changes required for each ASDV. However the Shareholder Committee will not get involved in the detail of the day to day management of each ASDV.
- 5.11. The Shareholder Committee will be subject to the Council's Committee Procedure Rules (as detailed in the Constitution). It is to be noted that Edge recommended the appointment of co-opted members to the Shareholder Committee and, under the Council's Committee Procedure Rules; the Committee will be able to co-opt any person to advise and assist its function. Co-optees must not be elected Members of the Council and would not be entitled to vote at any meeting of the Shareholder Committee.
- 5.12. The Shareholder Committee will be advised by the Chief Executive, the interim Executive Director of Corporate Services, the Director of Legal Services and the Executive Director of Place.
- 5.13. The Edge report also recommends the appointment of a Managing Director and Finance Director to support the Shareholder Committee. This is not being recommended at this stage but consideration would be given by the Shareholder Committee as to the level and type of resources that are required at the group level for the management of the Council's ASDVs.

- 5.14. The Edge report then recommends that a strategy for each ASDV should be implemented. A summary of the core recommendations for each ASDV is provided in appendix B
- 5.15. It should also be noted that a number of detailed recommendations are made in relation to each ASDV in the Edge Report.
- 5.16. Edge also recommended that a clearly defined and precise commissioning framework, including contract management, be developed for each ASDV with clearly defined roles for each commissioner and formalised structured reporting and performance review arrangements put in place.
- 5.17. The Shareholder Committee will put in place necessary arrangements to ensure that an effective change programme is established and provide strategic oversight for the delivery of these changes.

6. Wards Affected and Local Ward Members

- 6.1. All wards

7. Implications of Recommendation

Policy Implications

- 7.1 The programme and review is in line with the Council's three year plan.

Legal Implications

- 7.1. Pursuant to the Constitution (and in particular the ASDV Framework), the exercise of any of the Council's rights as a shareholder in a company is a Cabinet function. Subject to the Council's Executive Arrangements, which require the collective Cabinet to make some decisions, the Portfolio Holder for Finance and Communication has individual responsibility to make all executive decisions in respect of the Governance and Performance of ASDV.
- 7.2. Pursuant to section 15 – Discharge of functions: leader and cabinet executive of the Local Government Act 2000 and the Executive Arrangements and Cabinet Procedure Rules (as detailed in the Constitution) where Cabinet or an individual Member of the Cabinet is responsible for an executive function, they may delegate such function to a committee of the Cabinet ("Cabinet Committee"). Even where executive functions have been delegated, that does not prevent the discharge of delegated functions by the person or body who delegated them.
- 7.3. The Leader or the Cabinet may appoint a Cabinet Committee as considered necessary and appropriate to assist in the discharge of executive functions.

In making such appointments, the name of the Cabinet Committee must be specified, along with its membership (including its Chairman and, if appropriate, Vice-Chairman) and its powers. At the Annual Meeting of Council, the Leader must report to the Council a written report detailing the terms of reference and constitution of any Cabinet Committees and the names of Cabinet Members appointed to them. Pursuant to section 24 – Absence of requirement for political balance of the Local Government Act 2000 neither Cabinet or a committee of Cabinet is to be regarded as a body to which section 15 of the Local Government and Housing Act 1989 (duty to allocate seats to political groups) applies.

- 7.4. The proposed Shareholder Committee is a Cabinet Committee and in summary, the Shareholder Committee would discharge the executive functions of Cabinet and the Portfolio Holder for Finance and Communication in respect of the ASDVs. Whether or not to establish the Shareholder Committee on the proposed terms of reference is a matter for Cabinet to determine. If established, the Shareholder Committee would be subject to the Council's Committee Procedure Rules (as detailed in the Constitution).
- 7.5. The arrangements in respect of the proposed shareholder committee would need to be set out in the Constitution

Financial Implications

- 7.6. The recommendations contained in the report will have financial implications, as regards the potential for savings from a programme of transformation for the group of companies, and also the costs of managing and delivering the programme itself.
- 7.7. Funding for a change programme is not currently reflected in the Council's business planning and draft Budget for 2018/19. Appendix A describes the potential for savings in respect of each company; and it is recognised that in respect of particular proposals there are certain initiatives already reflected in the plans of companies and the Council's draft 2018/19-2020/21 MTFS.
- 7.8. As part of implementing the proposals and preparing the transformation programme in detail, it will be necessary to review and determine the scope for savings (as informed by Appendix A) these have yet are to validated over and above those contained in the MTFS; and also identify the resources and expertise required (internal and external) and the associated costs of change.
- 7.9. Dedicated Programme and Project Management will be required and this will funded via utilisation of earmarked reserves (e.g. CERF Group ring-fenced reserve) as additional resources (internal/ external expertise) are required, subject to appropriate approvals for use of reserves once spending requirements have been identified.

- 7.10. Appendix A (Delivery Considerations section) refers to a level of investment in transformation resources being required over a 2-year time period. Whilst it is expected that savings will ultimately cover such costs, it may be necessary to seek budget approval in due course, in order to cash-flow the costs of change.

Equality Implications

- 7.11. None

Rural Community Implications

- 7.12. None

Human Resources Implications

- 7.13. Transferring the service delivery to an arm's Length Company or bringing back in-house will trigger a TUPE transfer of employees who are working in or for the service immediately before the transfer
- 7.14. The Council will have to undertake the necessary due diligence to identify which employees have the right to transfer back to the Council and must be able to provide the necessary employee liability information in accordance with the TUPE regulations.
- 7.15. The Council and any arm's length company will also have to comply with the Regulations consultation requirement which stipulates that consultation on changes to terms and conditions (measures) needs to be conducted in good time before the transfer. In "good time" is not defined in the regulations but a comparison is usually drawn with the timescale for redundancy consultation which is 45 days.

Health and Wellbeing Implications

- 7.16 None

Implications for Children and Young People

- 7.17 None

Overview and Scrutiny Committee Implications

- 7.18 None

Other Implications (Please Specify)

- 7.19 None.

8. Risk Management

- 8.1. There are number of risks associated with the programme. These will be captured in detail along with mitigating actions as a part of the programme governance.
- 8.2. There is a risk that if the outcome of the review is not communicated appropriately then the benefits will fail to be realised. To mitigate this, continued engagement with company Chairs, MDs, trade unions and the existing workforce at this early stage will be part of the arrangement to successfully delivering the outcomes of the review.

9. Access to Information

- 9.1. In accordance with paragraph 19.4 of the access to information procedure rules, Appendix A and Appendix B are available to members on request (subject to appropriate steps being taken to protect any confidential or privileged information). The Appendices contain exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and are therefore not for publication).

10. Contact Information

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